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Question of the Falkland Islands (Malvinas)

Letter dated 9 December 2010 from the Permanent Representative of Argentina to the United Nations addressed to the Secretary-General

On instructions from my Government, I have the honour to transmit herewith the "Special communiqué on the question of the Malvinas Islands" adopted on 4 December 2010 at the twentieth Ibero-American Summit of Heads of State and Government, held in Mar del Plata, Argentina (see annex).

I should be grateful if you would have this letter and its annex circulated as a document of the General Assembly under agenda item 45 on the question of the Malvinas Islands.

(*Signed*) Jorge **Argüello**
Ambassador
Permanent Representative

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Annex to the letter dated 9 December 2010 from the Permanent Representative of Argentina to the United Nations addressed to the Secretary-General

"Special communiqué on the question of the Malvinas Islands

The Heads of State and Government of the Ibero-American countries, meeting in Mar del Plata, Argentine Republic, on the occasion of the twentieth Ibero-American Summit:

Reaffirm the need for the Governments of the Argentine Republic and the United Kingdom of Great Britain and Northern Ireland to resume negotiations as soon as possible, with a view to finding an early solution to the sovereignty dispute over the Malvinas Islands, South Georgia Islands and South Sandwich Islands and the surrounding maritime areas, within the framework of the resolutions adopted by the United Nations and the Organization of American States and the provisions and objectives of the Charter of the United Nations, including the principle of territorial integrity. They also underscore the continual readiness to engage in dialogue demonstrated by the Argentine Republic.

In reference to the unilateral actions being taken by the United Kingdom for the exploration and exploitation of renewable and non-renewable resources in the disputed area, they recall that the international community, under United Nations General Assembly resolution 31/49, has called upon the two parties to refrain from taking decisions that would imply introducing unilateral modifications in the situation of the Malvinas Islands, as such decisions are in no way conducive to the attainment of a definitive solution to the territorial dispute.

They consider that the conduct of military exercises by the Government of the United Kingdom, including the firing of missiles from the territory of the Malvinas Islands, violates the aforementioned resolution 31/49, obstructs the full implementation of the maritime safety standards of the International Maritime Organization and runs counter to the policy of consistently seeking a peaceful settlement of the territorial dispute between the Governments of the Argentine Republic and the United Kingdom of Great Britain and Northern Ireland."

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Sixty-fifth session
Agenda items 53 and 143

Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Strengthening the capacity of the United Nations to manage and sustain peacekeeping operations

Report of the Secretary-General

Summary

The present report responds to paragraph 25 of General Assembly resolution 63/287, according to which the Secretary-General was requested to submit at its resumed sixty-fifth session a report substantiating the strategic and operational benefits realized through the restructuring of the Department of Peacekeeping Operations and the establishment of the Department of Field Support. The present report seeks to demonstrate the results and impact of the restructuring and subsequent reforms. It also identifies challenges, gaps and minor structural adjustments to consolidate the gains made.

Feedback from Member States, the results of a 2010 survey of field missions and performance metrics, demonstrates that since approval of the restructuring three and a half years ago, observable improvements have been achieved in the capacity of the Secretariat to mount, manage and sustain peacekeeping and other field operations. Perhaps most significantly, the creation of the Department of Field Support has positioned mission support as a strategic enabler in the delivery of political, peacemaking, peacekeeping and peacebuilding mandates. The restructuring has also resulted in the evolution of two distinct business models: (a) a strategic Headquarters model that delivers integrated strategic and operational guidance to field operations; and (b) a service provider model that offers expertise in key areas of mandated activities. As a result, the Departments have been able to improve guidance and support to field missions while pursuing the further professionalization of peacekeeping.

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The two business models have produced the successes noted in the present report, through unity of command, integrated management structures and shared policy development and evaluation and training resources that have preserved organizational coherence and economies of scale. Strengthened direction and oversight have resulted in greater clarity on the role and direction of missions and in the assessment of progress towards peace consolidation. New capacities have produced a more coherent approach to delivering early peacebuilding mandates, in particular in the areas of civil affairs, rule of law and security institutions. New and strengthened capacities have led to greater consistency and efficiency in mandate delivery, in particular in such areas as security sector reform, specialized military planning and force generation. They have also enabled more effective partnerships, the enhanced ability of the United Nations system to leverage its collective capacities to support peace consolidation and the delivery of rapid assistance to missions during their start-up, transition and crisis response phases.

After a period of historically high deployment levels, United Nations peacekeeping is now in a period of consolidation, following the closure, reconfiguration and transition of a number of operations over the past year. Nonetheless, it remains one of the most demanding, visible and valuable tools in the maintenance of international peace and security and the largest multilateral contributor to post-conflict stabilization worldwide. Sustaining the process of reform initiated 10 years ago with the launch of the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809), United Nations peacekeeping continues to build on the consensus that immediate post-conflict interventions require not only a stable and secure environment for peace processes to take root but also early peacebuilding measures to address the root causes of conflict and build sustainable peace. With their non-paper entitled "A new partnership agenda: charting a new horizon for United Nations peacekeeping", the Departments of Peacekeeping Operations and Field Support have sought to contribute to dialogue with stakeholders on the future direction of peacekeeping and the collective efforts required to meet the peace and security challenges and opportunities before the international community. A milestone was reached with the adoption by the General Assembly of its resolution 64/269, in which the Assembly set out the main elements of the global field support strategy. The implementation of the "new horizon" initiative is leading to more predictable, professional and adaptable systems to support the global enterprise that peacekeeping has become.

By virtue of its flexibility and unique capacity to deploy military, police and civilian personnel to implement multidimensional mandates in difficult operational contexts and environments, United Nations peacekeeping continues to serve as a core element of the international community's response and one of its key tools to address threats to international peace and security. Investments over the past decade demonstrate the commitment of the General Assembly to preserve and continually adapt United Nations peacekeeping to meet emerging challenges. In highlighting how those investments have generally yielded their intended benefits, the present report also addresses the challenge to consolidating those gains. Through sustained and shared commitment, United Nations peacekeeping will continue to strengthen, adapt and demonstrate its value as a key tool in meeting the peace and security challenges before the international community.

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I. Introduction

1. In adopting increasingly diverse, multidimensional mandates, and approving the resources required for their implementation, the United Nations has demonstrated its long-standing commitment to peacekeeping as one of the most visible, valuable and demanding tools in the maintenance of international peace and security. As the challenges before the international community have evolved, peacekeeping has had to demonstrate increased flexibility and pursue a series of reform measures. Such efforts began in earnest with the implementation of the approved recommendations set out in the report of the Panel on United Nations Peace Operations (A/55/305-S/2000/809) and were followed by the Peace Operations 2010 agenda and by General Assembly resolutions endorsing the recommendations of the Special Committee on Peacekeeping Operations and of the Fifth Committee.

2. The period of unprecedented expansion in United Nations peacekeeping required a consolidation of the gains achieved through successive reform measures to address the international peace and security challenges of the twenty-first century. It was therefore proposed that reforms be undertaken to the structure of the Secretariat in order to enhance still further its capacity to mount, manage and sustain peacekeeping operations.[1] The proposals aimed at strengthening leadership, management and staffing capacities and making structural changes that would flexibly respond to emerging challenges, sustain the gains achieved and still further professionalize and sharpen the focus of the Department of Peacekeeping Operations. They also recognized the need for a dedicated and accountable administrative and logistical enabling support capacity. In 2007, by its resolutions 61/256 and 61/279, the General Assembly approved the majority of the recommendations, leading to the restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support.

3. The General Assembly also recognized the need not only to create a stable and secure environment for supporting peace processes but also the need to introduce new capacities for undertaking early peacebuilding measures that would re-establish the rule of law and enable early recovery and development efforts to address the root causes of conflict in order to begin to build sustainable peace.

4. The commitment of the General Assembly to a continued process of structural, managerial and administrative reforms has strengthened peacekeeping and enabled it to better address emerging challenges. In 2008, after consolidating rule of law, police, security institutions and mine action capacities within the new Office of Rule of Law and Security Institutions, the Assembly adopted resolution 62/250, in which it approved the strengthening of the Office of Military Affairs (see A/62/752), with a view to better reflecting the demands of supporting military components in the full range of United Nations operations. In 2009, the Assembly adopted resolution 63/287, strengthening rule of law and police capacities, including the expansion of the standing police capacity and the creation of a small capacity of rapidly deployable justice and corrections specialists (see A/63/767). It also strengthened the Police Division in order to sustain the growing role of United Nations police in delivering immediate security support and interim law enforcement, while assisting longer-term institution-building.

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[1] See A/61/749; A/61/858 and Corr.1 and Add.1 and Add.1/Corr.1 and Add.2; 62/741; and A/63/702 and Corr.1.

5. In its resolution 64/269, the General Assembly approved the global field support strategy in order to improve the efficiency and effectiveness of, and address challenges in, delivering administrative and logistics support to the field in a variety of operational contexts and conditions. Together, the reforms have created an organizational structure and accountability framework to further professionalize United Nations peacekeeping.

6. Pursuant to General Assembly resolutions 61/279 and 62/250, two earlier reports have been submitted on the 2007 restructuring and on the status of the implementation of the resolutions in terms of strengthening the capacity of the United Nations to manage and sustain peacekeeping operations: a preliminary report (A/62/741) and a comprehensive report (A/63/702 and Corr.1).

7. In its resolution 63/287, the General Assembly endorsed the recommendations contained in the related report of the Advisory Committee on Administrative and Budgetary Questions (A/63/841) on the comprehensive report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations. In paragraph 26 of its report, the Advisory Committee recommended that the Secretary-General submit a report to the Assembly at its resumed sixty-fifth session substantiating the strategic and operational benefits achieved through the restructuring, reform and business processes.

8. The present report is submitted in response to that request. It builds on the preliminary (A/62/741) and comprehensive reports (A/63/702 and Corr.1) and seeks to demonstrate how the ongoing restructuring and additional strengthening of capacities have served their intended purpose and delivered on specific objectives. It also identifies challenges, gaps and minor structural adjustments to consolidate the gains achieved thus far. In particular, the report reflects available feedback from Member States and field missions, including troop- and police-contributing countries, on the results and impact of the restructuring on the capacity of the Secretariat to plan, mount, manage and sustain peacekeeping and other field operations. Feedback from the field reflects the results of a survey conducted by the Departments of Peacekeeping Operations and Field Support in 2010, which uses the same format as the survey on restructuring conducted by the Office of Internal Oversight Services in 2008, to assess progress and remaining challenges from the field perspective. Reflecting responses received from 16 of 17 missions surveyed and from the Office of the Joint Mediation Support team (a 94 per cent response rate), the survey results offer a highly representative picture of the field perspective. The results on specific issues are reflected throughout the present report.

9. The report explores how the structural adjustments and strengthened capacities have resulted in a unique combination of the two business models across the Departments of Peacekeeping Operations and Field Support: a strategic Headquarters model that delivers integrated strategic and operational guidance and support; and a service provider model for field operations that offers specialized expertise in key areas of mandated activities. It recognizes both the challenges and opportunities of the two business models: the challenge of achieving an effective balance in the application of both models, particularly in terms of the integration of effort and unity of command; and the opportunities to develop flexible, cost-effective models to promote the comparative advantages of the United Nations and its partners in addressing the challenges of peacemaking, peacekeeping and peacebuilding.

II. Evolution of United Nations peacekeeping

10. Threats to international peace and security require cohesive and effective responses from a united international community and a coherent United Nations system. While peacekeeping operations are not the only instrument to address such threats, they deliver, through uniformed personnel and specialized civilian capacities, the security, political and early peacebuilding support to create the necessary conditions for countries to consolidate peace and progress towards longer-term recovery.

11. Throughout a period of continual evolution since 1948, peacekeeping has remained a core element and a flexible instrument of the international community's response to threats to peace and security. Since the 2007 restructuring, the United Nations has undertaken new forms of peacekeeping and partnership, including the hybrid African Union-United Nations Hybrid Operation in Darfur (UNAMID), which is a logistically challenging, politically multifaceted and operationally dynamic mission. In 2008, the United Nations also launched the United Nations Mission in the Central African Republic and Chad (MINURCAT), another challenging, multiactor mission involving close cooperation with other international partners, in particular the European Union. Deployed at the same time as the restructuring was being implemented, those two operations generated an authorized increase in United Nations field personnel by more than 30 per cent. United Nations operations led by the Department of Peacekeeping Operations reached a peak in 2009, with 17 peacekeeping operations and one special political mission deployed globally. Actual deployment levels reached record highs in March 2010, with over 125,520 personnel, supported by a budget of approximately $8 billion.

12. With the closure of the United Nations Observer Mission in Georgia (UNOMIG) in 2009, the transition in Burundi to the United Nations Office in Burundi (BNUB), the closure of MINURCAT at the end of 2010, the reconfiguration of the United Nations Interim Administration Mission in Kosovo (UNMIK) in 2009 and of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) in 2010, current deployment figures stand at 13 peacekeeping operations and one special political mission, with approximately 124,000 field personnel and an annual supporting budget of $7.3 billion. Planning is under way to address the prospect of the transition of the United Nations Mission in Liberia (UNMIL) in Liberia, the United Nations Integrated Mission in Timor-Leste (UNMIT) in Timor-Leste and the United Nations Mission in the Sudan (UNMIS) in the Sudan, post-referendums. As a support provider for all field presences, the Department of Field Support delivers the full range of administrative and logistics support to an additional 15 field missions and other presences led by the Department of Political Affairs, supported by a budget of $563 million. While joint planning mechanisms have been strengthened, the coherence of the United Nations system is still confronted with the challenges of diverse funding streams and cycles, as well as different planning mechanisms and cycles, accountability lines, and organizational rules and regulations.

13. Peacekeeping continues to face significant challenges in a number of operations. UNAMID and MONUSCO have experienced challenges in the implementation of their mandates, particularly in the protection of civilians and in responding to threats from spoilers. Limited consent by host Governments, divergence on strategy by the international community and inadequate capabilities

have compounded their challenges. In Haiti, the earthquake in January 2010 highlighted the critical need for contingency planning, rapidly deployable reserve capacities, flexible and efficient support arrangements and effective mechanisms for cooperation and interoperability with partners within and outside the United Nations system. In Côte d'Ivoire, the controversy surrounding the first round of presidential elections in November 2010 highlighted again the fragility of political stability in the country. The contested outcome of the second round of the presidential elections and the ensuing acute political crisis underscored the risks to broader stability.

14. In July 2009, the Departments issued a non-paper entitled "A new partnership agenda: charting a new horizon for United Nations peacekeeping", to contribute to dialogue among peacekeeping stakeholders on the future direction of peacekeeping and the collective efforts required to meet evolving challenges. The "new horizon" initiative focuses priority attention on:

(a) Ensuring clear political strategy and direction, as well as cohesive mission planning and management through sustained dialogue between the Security Council, troop- and police-contributing countries and the Secretariat, and between the field and Headquarters in planning, mounting and sustaining peacekeeping operations;

(b) Putting in place the critical foundations for sustainable peace by clarifying and addressing the issues, roles and responsibilities in the mediation/peacemaking/peacekeeping/peacebuilding nexus to address gaps and overlaps;

(c) Clarifying and delivering on critical roles, such as the protection of civilians and a robust approach to peacekeeping;

(d) Pursuing a capability-driven approach that moves away from troop-intensive infantry deployments towards lighter, more mobile and specialized capacities to support the current and future demands of peacekeeping, taking into account the realities of supply, a constrained financial environment and the economic impact of peacekeeping deployments on host countries;

(e) Strengthening the planning, accountable management and oversight of field operations;

(f) Developing and implementing a five-year global field support strategy to deliver the full range of support to field operations in a more coherent, responsive, streamlined, cost-effective and accountable manner.

The present report details progress achieved in the implementation of the new horizon initiative during the past year.

15. Within the context of the initiative, a major milestone for the Department of Field Support, recognition of support as a strategic enabler for mandate implementation was reached when the General Assembly, in its resolution 64/269, approved the key elements of the global field support strategy. As set out in the report of the Secretary-General (A/65/643), the strategy involves, inter alia, streamlined budgetary and financial management systems and procedures; improved human resources management through a shift to enhanced strategic planning and management of field mission civilian staffing requirements; and modularized service packages to allow more standardized and readily deployable logistics and information technology and communications capacities. In so doing, it aims to enhance the effectiveness and efficiency of the support to field missions, while improving the safety and security of United Nations personnel.

III. Results and impact of the restructuring

16. The reports on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations[1] proposed the following:

(a) Creation of the Department of Field Support to consolidate the responsibility, authority and accountability of Secretariat resources in order to ensure the delivery of more coherent, responsive and streamlined support to field operations;

(b) Augmented leadership and management capacities to strengthen the direction and oversight of United Nations peacekeeping and broader field support activities and considerably strengthened staffing to more effectively support the number and complexity of operations;

(c) Creation of new capacities to support specialized activities mandated for peacekeeping operations and special political missions supported by the Department of Peacekeeping Operations;

(d) Integration of structures to ensure greater coherence in the provision of guidance and support to field operations in cross-cutting or interrelated areas of activity;

(e) Sharing of resources between the Departments of Peacekeeping Operations and Field Support in order to achieve organizational coherence and economies of scale and to ensure greater coherence and support to field operations for policy, training, evaluation and partnerships in cross-cutting and interrelated areas of activity.

17. The preliminary report (A/62/741) documented the initial efforts to establish the new structures and staff newly approved positions. It highlighted the raised level of engagement with Member States and awareness of the critical role of administrative and logistics support in mandate implementation. The report also noted the more holistic and coherent approaches to interrelated areas of mandated activities, in particular in the areas of rule of law and security institutions and the central role of partnerships and other collaborative arrangements. In addition, it outlined the principal challenges to delivering the strategic and operational support required to mount and sustain field operations, coupled with efforts to streamline business processes and improve quality in the efficient and effective backstopping of field operations. In its resolution 62/250 (para. 24), the General Assembly requested a comprehensive report on restructuring, including measures taken to address the management challenges created by restructuring, improvements in effectiveness and efficiency resulting from the new structure in support of peacekeeping operations and special political missions, and coordination with the Department of Political Affairs.

18. The comprehensive report on restructuring (A/63/702 and Corr.1) described further progress, early achievements and continued challenges. In particular, it highlighted the positioning of mission support as a strategic enabler in the delivery of political, peacekeeping and peacebuilding mandates. Such a concept is addressed, for example, in Security Council resolution 1863 (2009), wherein the Council requested the Secretary-General to provide a United Nations logistical support package to the African Union Mission in Somalia, including equipment and services. The resolution established a unique mechanism to address a complex security situation. The ability of the Department of Field Support to provide a

coherent and holistic support package led to the creation of the United Nations Support Office to the African Union Mission in Somalia (UNSOA), a United Nations operation reporting directly to the Under-Secretary-General for Field Support. That operation has demonstrated the ability of the Organization to deliver the full range of logistical support in the most exacting operational circumstances, while planning continues in response to the stated intent of the Security Council, as expressed in its resolutions 1863 (2009) and 1910 (2010) regarding the establishment of a United Nations peacekeeping operation.

19. The comprehensive report further described the initial impact and activities of the newly established structures and strengthened leadership, management and staffing capacities. It highlighted the benefits of shared resources in achieving economies of scales, unity of command and integration of effort. The report also recorded challenges encountered in the establishment and delivery of benefits expected of certain new mechanisms, most notably integrated operational teams.

A. Leadership, oversight and accountability

Roles and responsibilities

20. In resolution 61/279, the General Assembly requested that the role and duties of the Deputy Secretary-General be explicitly defined in relation to the structural reforms, including in relation to the Departments of Peacekeeping Operations, Field Support, Political Affairs and Management. The Assembly reiterated that request in its resolution 62/250. As set out in the preliminary report (A/62/741), and in accordance with General Assembly resolution 52/12 B, the Deputy Secretary-General assists the Secretary-General in overseeing the daily operations of the Secretariat. The Deputy Secretary-General also focuses on strategic management and cross-cutting management policies, such as those related to human resources management, procurement and accountability frameworks. She also ensures the coordination of key management matters, particularly through the Management Committee and Management Performance Board, which are chaired by the Deputy Secretary-General. In that context, the Deputy Secretary-General continues to give guidance on peacekeeping-related management issues.

21. In October 2009 and February and March 2010, Secretary-General's bulletins were issued to promulgate the organization and functions of the Departments of Political Affairs (ST/SGB/2009/13 and Corr.1), Peacekeeping Operations (ST/SGB/2010/1) and Field Support (ST/SGB/2010/2). The bulletins clarify departmental roles and responsibilities, including lead roles for mediation, electoral, police, justice, corrections and mine action support, as well as the administrative support arrangements for services delivered by the Department of Field Support.

22. The Departments of Political Affairs and Peacekeeping Operations continue to be guided by the principles set out in those bulletins. Under the provisions, the Department of Peacekeeping Operations directs, manages and provides political and policy guidance and strategic direction to all operations under its responsibility, which comprise all traditional and multidimensional peacekeeping operations with military and/or police components, which may include elements of peacemaking and peacebuilding, as well as certain special political missions as determined by the Secretary-General. The Department of Political Affairs directs, manages and provides political and policy guidance and strategic direction to all special political

missions, which have, as a core element of their mandate, peacemaking, mediation or peacebuilding.

23. Such a division of labour ensures sufficient clarity of roles and responsibilities, yet offers the required flexibility to best address operational requirements. Procedures and processes have been sufficiently strengthened to both benchmark the conditions and set the appropriate timing for the transfer of lead department responsibilities and to facilitate the transition, as evidenced by the smooth transition of the lead department responsibility for Burundi from the Department of Peacekeeping Operations to the Department of Political Affairs as of January 2010.

24. Entities within the United Nations system need to collaborate in the delivery of complex mandates. As a result, the Department of Political Affairs and missions under its leadership, as well as other Secretariat departments and United Nations entities, increasingly rely on the specialist capacities and unique expertise in the Department of Peacekeeping Operations and the Department of Field Support. This is particularly true in the areas of field support, including personnel, finance, logistics and information and communications technology, as well as rule of law and security institutions and military affairs.

25. Mindful that the General Assembly has reaffirmed, in its resolution 61/279 and subsequent resolutions on the support account, that such resources should be used for the sole purpose of backstopping peacekeeping operations, the Department of Peacekeeping Operations delivers this support within existing resources. Nonetheless, the Secretariat should leverage the comparative advantages of centres of excellence across the United Nations system in the best interests of the Organization, both in terms of institutional coherence and cost-effectiveness. For those reasons, the strengthened specialist capacities housed in the Department of Peacekeeping Operations should be available to support all Security Council mandated activities in their area of expertise, as is already the case for the mediation and electoral capacities residing in the Department of Political Affairs, for mine action in the Department of Peacekeeping Operations and for field support in the Department of Field Support.

26. In the report on the implementation of General Assembly resolution 63/261 on the strengthening of the Department of Political Affairs, a number of observations were put forward regarding the collaboration between and mutual institutional support for the Departments of Political Affairs, Peacekeeping Operations and Field Support (A/65/161 and Corr.1). I will be assessing options to enable the field missions led by the Department of Political Affairs to more easily access support and other specialist capacities, including improvements in rapid deployment, logistics, procurement and financing and to enable Headquarters to efficiently backstop special political missions. While the implementation of the global field support strategy is expected to address some of the challenges in the field, a broader examination is needed of the full range of capacities required to adequately backstop and manage political missions in line with their size and mandate. The challenges of diverse funding streams and cycles, as well as different planning mechanisms and cycles, accountability lines, and organizational rules and regulations must also be addressed in order to ensure the coherence of the Secretariat in the implementation of peace and security mandates.

27. When the Security Council adopts a mandate with peacebuilding elements for a peacekeeping operation or a special political mission, the operation or mission will

assume the lead role for mandated peacebuilding activities at the country level. As the mechanism for United Nations system, country-specific coordination, the integrated task force or integrated mission task force, as appropriate, is chaired by the lead Department. Bearing in mind the role of the Peacebuilding Commission, including its advisory role in relation to the Security Council, the lead departments working in partnership with the Peacebuilding Support Office will support the Peacebuilding Commission in relation to countries on its agenda, including through periodic conflict analyses and briefings.

28. Secretary-General's bulletin ST/SGB/2010/2 establishes the roles and responsibilities of the Department of Field Support. In pursuit of its mission to enable the efficient and effective execution of United Nations field mandates through the timely and responsible provision of integrated and high-quality support services in the areas of human resources, logistics, information and communications technology and financial management, the Department works within the overall policy and oversight framework and procedures established by the Department of Management in the areas of finance, budget and human and physical resources.

29. One of the key goals of the 2007 restructuring was the creation of a department to strengthen the efficiency and coherence of support provided to the field and to ensure effective oversight of field missions. The Under-Secretary-General for Field Support is accountable to field missions to deliver that support, overseeing total annual peacekeeping and special political mission budgets of over $8 billion. The Department is challenged to fulfil those responsibilities under a managerial framework that is essentially designed for structured Headquarters, rather than field-oriented, processes and demands. The increased delegation of authority from the Department of Management to the Department of Field Support in human resources management and procurement matters has largely yielded the intended benefits, as supported by feedback from field missions, which demonstrated a 69 per cent level of satisfaction by missions in the overall quality, efficiency and responsiveness of the Department of Field Support. However, the survey also indicated areas where further clarity could be achieved in terms of the Department's roles and responsibilities and strengthened guidance to the field. The framework of decision-making authority of the Under-Secretary-General for Field Support and lines of accountability from the field to the Department of Field Support would benefit from further clarity to enable a fully empowered and accountable support mechanism for field operations.

B. Unity of command and integration of effort in support of United Nations peacekeeping operations

30. In emphasizing unity of command and integration of effort, the 2007 restructuring proposals confirmed that the special representatives and heads of mission should report to me through the Under-Secretary-General for Peacekeeping Operations for all missions led by the Department of Peacekeeping Operations. Heads of mission have reported that the accountabilities are clear. In parallel with the Headquarters structures in the Departments of Peacekeeping Operations and Field Support and in order to empower the special representatives and heads of mission, the direct reporting line of the Director/Chief of Mission Support to the special representative/head of mission was established. Field missions have

responded positively to the change, with 81 per cent considering that the new reporting line better clarifies authority and accountability at the mission level.

31. For the first time in 2010, I have concluded a senior leadership compact with each of the special representatives and heads of mission to strengthen oversight and accountability. The compacts, which include strategic, special (planning, integration and policy) and management objectives and performance measures, provide a capacity for evaluating leadership performance against organization-wide standards. At the same time, they have been tailored to improve coherence between mission and Headquarters leadership in support of mandate implementation.

32. The restructuring of the Department of Peacekeeping Operations and the creation of the Department of Field Support proposed that the Under-Secretary-General for Field Support would report to the Under-Secretary-General of the Department of Peacekeeping Operations on all issues related to peacekeeping in order to ensure unity of command and integration of effort critical to backstopping the diverse and multidimensional operations led by the Department of Peacekeeping Operations. In resolution 61/279, the General Assembly noted the uniqueness of the arrangement and that it should not set a precedent. In that regard, shared resources and structures common to both Departments have helped to ensure continued integration of effort and effective command and control. Sixty-nine per cent of missions report that they have not encountered incidents of weakened unity of command since the restructuring; 75 per cent see low or no potential risk to unity of command.

33. Since the Department of Field Support is also responsible for providing support to field missions led by the Department of Political Affairs, a service-level agreement between the Under-Secretaries-General of the Departments of Field Support and Political Affairs has been concluded to delineate the responsibilities for meeting the administrative and backstopping support requirements of the special political missions led by the Department of Political Affairs. In that regard, it should be noted that approximately 93 per cent of the budget of the Department of Field Support is financed through the support account and therefore it must rely on economies of scale in meeting its support obligations to missions led by the Department of Political Affairs.

34. In 2008, the Departments of Peacekeeping Operations and Field Support promulgated a policy on authority, command and control to clarify related arrangements for uniformed components of peacekeeping operations so as to enable more effective integration of the mission effort in multidimensional peacekeeping operations. The evaluation capacity of the Departments is conducting an internal evaluation of the decision-making authorities and implementation responsibilities for peacekeeping at Headquarters, between Headquarters and the field, and within peacekeeping operations. The study aims to identify grey areas or gaps in the overall command and control structure, and ways to strengthen the system and the strategic roles of the Departments for peacekeeping operations. The evaluation findings will inform the review of the policy on authority, command and control, which will begin in March 2011.

35. In response to the observations of the Advisory Committee on Administrative and Budgetary Questions (A/64/753, para. 8), the Departments of Peacekeeping Operations and Field Support have clarified the roles and responsibilities and reporting lines of the units budgeted under the support account but located at the

United Nations Logistics Base in Brindisi,[2] the United Nations Liaison Office in Brussels and the United Nations Office to the African Union in Addis Ababa:

Position	*Reporting line*
Chief, Standing Police Capacity	Police Adviser, Office of Rule of Law and Security Institutions
Chief, Justice and Corrections Standing Capacity	Chief, Criminal Law and Judicial Advisory Section, Office of Rule of Law and Security Institutions
Leader, Integrated Training Service, Brindisi	Chief, Integrated Training Service, Policy, Evaluation and Training Division
Secretary, Field Central Review Body	Director, Field Personnel Division
Human Resources Officer, heading Reference Checking Unit	Chief, Recruitment and Career Development Section, Field Personnel Division
Senior Partnership Liaison Officer, Brussels	Director, Policy, Evaluation and Training Division
Senior Planning Officer, African Union Peace and Support Team, Addis Ababa	Head of the United Nations Office to the African Union[a]

[a] The Senior Planning Officer reports to the Head of the United Nations Office to the African Union on daily operational issues. The Department of Peacekeeping Operations provides the Head of the United Nations Office to the African Union with strategic direction on support for the African Union peacekeeping capacity-building, including the implementation of the "Prodi" report (S/2008/813-A/63/666).

36. In the context of the global field support strategy, all proposals to redeploy functions to a global service centre in Brindisi and the regional service centre in Entebbe are guided by the principle that the transferred capacities will report to the leadership of the Logistics Base or Regional Service Centre, as appropriate. All functions related to the strategic direction and oversight of all areas of operation and responsibilities for interaction with Member States will continue to be performed at Headquarters.

37. Joint departmental decision-making bodies continue to function smoothly and effectively at the strategic, policy and operational levels to support unity of command and integration of effort. Similarly, both Departments continue to be governed by a common doctrinal, policy and procedural framework supported by shared evaluation, knowledge management and training capacities. The arrangements have resulted in a unified vision, direction and guiding principles, and the application of common approaches and standards by both departments and field operations.

[2] The tenant units in Brindisi are administered by the Logistics Base.

C. Enhanced guidance and support for peacekeeping operations

1. Operations: strategic planning, direction and oversight

38. Improving the strategic planning, direction and oversight of peacekeeping operations was one of the principal aims of the 2007 restructuring. Member States have welcomed the more integrated and consultative Security Council and the troop- and police-contributing country and Secretariat planning processes set out in the non-paper (see para. 14 above). The consultations have been achieved through such measures as systematic briefings before and after technical assessment missions, thereby allowing time for discussions and deliberations with and briefings for troop- and police-contributing countries on reports of the Secretary-General one week before Council deliberations. As was the case with the assessments conducted in Chad, Côte d'Ivoire, the Democratic Republic of the Congo and Timor-Leste, the consultations enabled troop- and police-contributing countries to be better informed about the evolution of peace processes in those countries and promoted a shared understanding between the Secretariat and Member States on the future direction of the operations. In several countries, including Haiti, Liberia and Timor-Leste, country-specific benchmarks were developed to enable the Security Council to better monitor progress towards peace consolidation and to engage more effectively with host Governments and other stakeholders on the mandate and role of the mission. In addition, a survey on reporting procedures to identify the priority information requirements of the Security Council largely confirmed the usefulness of reports of the Secretary-General, in terms of format, content and frequency, in informing Member State deliberations on peacekeeping operations. Key survey recommendations were implemented, in particular on reinforcing timelines for the submission of the reports and strengthening expert-level consultations prior to their finalization.

39. Notable progress has been made to ensure an integrated United Nations approach in countries where peacekeeping missions are deployed alongside the presence of United Nations agencies, funds and programmes. New system-wide guidance and training activities were rolled out in 2009 and recognized in 2010 as outstanding initiatives for improving the delivery and effectiveness of United Nations programmes and services worldwide in the United Nations 21 Awards. Applying a new methodology, developed through the integrated mission planning process for the purpose, the Departments have also committed to the delivery of integrated strategic frameworks in all 10 integrated missions led by the Department of Peacekeeping Operations by mid-2011. To date, five frameworks have been completed, with the remainder under way. The objective of the frameworks is to ensure that the United Nations system at the country level has a shared vision of strategic objectives, clarity on results, roles and responsibilities and agreement on monitoring mechanisms in order to better leverage the capacity and impact of the United Nations system as a whole in contributing to peace consolidation in the country.

40. With dedicated risk management expertise in place and draft risk management policy and guidelines, the proactive identification, analysis, prioritization and, as feasible, mitigation of risk in missions piloting the policy and guidelines (United Nations Stabilization Mission in Haiti (MINUSTAH) and United Nations Interim Force in Lebanon (UNIFIL)) is enhancing the ability of the Organization to manage

areas of exposure and to take measures to control risk within acceptable boundaries. Emphasis is given to safety and operational protection, financial and reputational risk.

2. Political, operational and technical guidance and support

41. As specified in Secretary-General's bulletin ST/SGB/2010/1, the Assistant Secretary-General for Peacekeeping Operations serves as Deputy to the Under-Secretary-General for Peacekeeping Operations and is responsible, inter alia, for ensuring the development and effective implementation of overarching integrated strategies for operations led by the Department, as well as political direction and integrated operational support to those operations. The integrated operational teams in the Office of Operations constitute the principle mechanism for the delivery of integrated operational support to field missions and to leadership in the Departments of Peacekeeping Operations and Field Support.

42. Despite initial challenges, the teams, and the concept itself, have become an essential mechanism for delivering integrated support to the field missions they backstop and as the principle interface with intergovernmental bodies, troop- and police-contributing countries and Member States on cross-cutting, mission-specific plans and issues. Three years after the first integrated operational team was established, and with the benefit of self-evaluations that have led to improvements in their management and operations, the most recent feedback from field missions at the senior management level has been generally positive. At the working level, however, feedback has been more muted; 37 per cent of field operations reported that they were very or somewhat satisfied with the effectiveness, timeliness and responsiveness of the integrated operational teams, while the same percentage of missions expressed that they were somewhat dissatisfied. Over the past several months, it has been evident that various challenges still confront the optimal functioning of the integrated operational teams, as reflected in the 2010 Office of Internal Oversight Services audit, in particular in the flexible management of the resources allocated to the teams, based on operational requirements. In addition, adjustments have been made to clarify the roles and responsibilities of the integrated operational teams and the specialist areas. The progress, achievements and challenges of the teams are outlined in more detail in the report of the Secretary-General on integrated operational teams (A/65/669), submitted in response to General Assembly resolution 64/266.

43. The experience gained since 2007 epitomizes the challenges confronted by the Departments of Peacekeeping Operations and Field Support in applying the two distinct business models: one that employs matrix management techniques to an integrated strategic and operational Headquarters guidance and support function; and the other that strives to build centres of excellence that offer comparative advantages in delivering expert support to field operations. Thirty-one per cent of field operations reported incidents of conflicting instructions or untimely support due to communications or coordination issues. Despite the challenges and lessons learned, the value and validity of sustaining both models for the support of United Nations field operations remains. Experience demonstrates that, in circumstances where the models have been effectively balanced and managed, the benefits in terms of support for intergovernmental bodies and for field missions and leadership far outweigh the challenges. The Departments therefore remain committed to addressing key lessons learned, including the need for clarity of roles and responsibilities, including chain-of-command and accountability frameworks; agreed principles of

collaboration, coordination and consultation; and flexibility in the assignment and use of resources within the framework provided by United Nations financial regulations and rules and established procedures and processes, in anticipation of and response to operational requirements.

44. As part of the new horizon initiative, the Departments have engaged Member States in improving strategic planning towards a capability-driven approach that identifies options for a move from the traditional model of heavy infantry deployments to lighter, more mobile capacities that rely on key enablers. This work will set the groundwork for identifying such options and enable Member States to better meet immediate and medium-term capability requirements. The production and circulation of gap lists have been generally well received by the Security Council, troop- and police-contributing countries and Member States. They have contributed to raising awareness on mission-specific and cross-cutting gaps, while more effectively engaging potential troop- and police-contributing countries in terms of key priorities. The Departments are committed to updating the gap lists on a quarterly basis and are working with Member States to develop an appropriate clearing house mechanism to facilitate bilateral/multilateral arrangements that reduce identified gaps. Capability standards and related training for military and police personnel in key areas of activity are designed to improve peacekeeping performance in core and specialized functions. The Departments have also contributed to the ongoing comprehensive review of international civilian capabilities, led by the Peacebuilding Support Office, in order to project and more systematically meet such needs.

Shared resources

45. In its resolution 61/279, the General Assembly approved proposals for shared resources in the Office of the Chief of Staff and the Division of Policy, Evaluation and Training to facilitate integration of effort, policy coherence and the efficient use of resources. The Directors that lead the shared capacities report to both Under-Secretaries-General for Peacekeeping Operations and Field Support.

46. The Chief of Staff function was created to oversee the internal management of the Department of Peacekeeping Operations and to ensure the effective integration of the Departments of Peacekeeping Operations and Field Support at all levels. As part of those responsibilities, the Chief of Staff leads public relations, communications and information management, programme management, reform and change management activities and senior field leadership compacts and oversees the Executive Office, situational analysis and crisis management and the functions of the Focal Point for Safety and Security of United Nations personnel and premises in field operations. The report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702) noted that, since the restructuring, the Office of the Chief of Staff had effectively served and supported both Under-Secretaries-General as a shared resource.

Safety and security

47. The Focal Point for Security better enables the Under-Secretaries-General to oversee the safety and security of United Nations personnel and premises in field operations, in close consultation with the Department of Safety and Security. The Focal Point advises and supports the Under-Secretary-General for Peacekeeping Operations in the performance of his responsibilities for the safety and security of

military troops and formed police units. Early achievements include the reflection of the peacekeeping dimension, in particular on issues affecting uniformed personnel, in inter-agency security management network security policies and procedures, of which 26 have been issued since July 2010. The Focal Point also successfully led the efforts of the Departments of Peacekeeping Operations and Field Support to extend the United Nations system security risk assessment model approved by the Chief Executive Board to include the military and police components of peacekeeping operations. That effort should result in the harmonization of security threat and risk assessments among the civilian, military and police components of peacekeeping operations, in improved awareness of security threats and risk, and in coherence in risk management measures.

Situational awareness and crisis management

48. Relocated to the Office of the Chief of Staff in the 2007 restructuring, the Situation Centre delivers timely and integrated situational awareness and facilitates crisis response for peacekeeping missions. The pace, volume and complexity of developments in field operations require the management of information as a strategic asset to guide informed decision-making. The Situation Centre therefore led the extensive review and revision of policies and processes so as to maintain effective situational awareness and communications between Headquarters and the field and, where appropriate, to improve the timeliness and quality of information gathering, collation, analysis and appropriate dissemination. These efforts drew on lessons learned through the management of crises in Côte d'Ivoire, the Democratic Republic of the Congo, Haiti and the Sudan. The Situation Centre also established a modest research and analysis capacity to improve reporting on trends for early warning, as well as emerging operational challenges. Examples include tracking developments on Somalia and armed groups in the Eastern Democratic Republic of the Congo, both of which have enhanced understanding of the situation and dynamics on the ground and Headquarters preparedness for crisis response, should it be necessary.

49. Through a business process improvement initiative, the Situation Centre developed a formal, shared crisis response mechanism to ensure a standardized, systematic and integrated approach in support of field operations, including through enhanced preparedness for crisis situations, appropriate responses and procedures for accelerated, unified information flow and decision-making. The mechanism gives mission and Headquarters leaders and managers a shared understanding of crisis situations and assists with timely decision-making during the crisis. It has been effectively employed to enhance preparedness and/or manage crises in Afghanistan, Côte d'Ivoire, the Democratic Republic of the Congo, Haiti and the Sudan. In order to further enhance the effectiveness of information-sharing, crisis response and inter-operability within the Organization, the Situation Centre is leading the Secretariat's exploration of the concept of a common crisis operations centre.

50. Building on an evaluation conducted by the Division of Policy, Evaluation and Training, the Situation Centre has developed, and promulgated in revised policies and guidelines, common standards for the structure and performance of integrated joint operations centres and joint mission analysis centres in the field. The efforts are contributing to increased consistency in the performance of joint operations centres and joint mission analysis centres across missions in such key activities as routine and special incident reporting, facilitation of crisis response and trend

analysis. Consistent monitoring of the implementation of the policies and guidelines will be needed to sustain improvements over time. The benefits of the activities have been experienced through improved internal Secretariat senior leadership briefings, as well as weekly briefings to troop and police contributors. The military and police adviser community has conveyed deep appreciation for noticeable improvements and the interactive format of the weekly briefings.

Public affairs

51. Created to manage media relations, departmental publicity, external relations, corporate messaging and internal communications, and to deliver technical advice and support to public information components in field operations, the Public Affairs Section collaborates with the Spokesman for the Secretary-General and the Department of Public Information to enable more effective, proactive and timely interaction with the media on peacekeeping and field support issues. In addition, it organizes quarterly press conferences by the Under-Secretaries-General of the Departments of Peacekeeping Operations and Field Support to update the media on developments and challenges in peacekeeping operations. In collaboration with field operations, the Departments of Peacekeeping Operations and Field Support at Headquarters have systematically developed strategic communications plans for significant events related to mission mandate implementation and crises to ensure consistent coordination between Headquarters and field operations on mission-specific or broader peacekeeping issues. The efforts have resulted in a more coherent approach to communications and greater consistency in messaging between Headquarters and the field for external and internal audiences. Examples include regular updates to media and staff on crises and response efforts in the aftermath of the Haiti earthquake, including through the creation of a special Facebook communications link that received extraordinarily positive feedback; the role of the United Nations in elections, including in Afghanistan, Côte d'Ivoire and the Sudan, and in the referendums in the Sudan; the role of the United Nations in the protection of civilians; and responses to allegations of sexual abuse and exploitation.

52. This strengthened public affairs capacity has also facilitated the development of a communications strategy to better leverage electronic, including social, media, which will be introduced in early 2011, and standard operating procedures to strategically manage the representational activities of both Departments in conveying key messages in a cost-effective and targeted manner.

Information management

53. Pursuant to the recommendation of the Office of Internal Oversight Services (see A/61/743), the Chief of Staff chairs a Department of Peacekeeping Operations/ Department of Field Support Information Management Committee to ensure the active engagement of leadership in developing and implementing the departmental information management strategy and projects. Through the mechanism, the Departments have been increasingly able to consolidate information management priorities and projects, link them directly to the departmental strategic and operational priorities and leverage corporate technological solutions, leading to a projected $450,000 reduction in project development funding for the 2011/12 period. The Peacekeeping Information Management Unit has led the redesign of the peace operations Intranet; the deployment of mission Intranet templates; the phased deployment, beginning in August 2010, of the strategic management system to

deliver real-time data and situational information in dashboard format to support leadership decision-making at Headquarters and in the field in 2012; and the operations reports repository for the secure storage and availability of Headquarters/field communications. The establishment of information management governance, in the form of policies, standards, procedures and systems, has increased accountability and strengthened the integrity, security and consistent management of information. In addition, capacity-building for records and information management focal points has reinforced organizational information management roles and responsibilities and has yielded efficiencies, including real-time access to business information to support decision-making and compliance with information security and records retention policies. It has also resulted in more effective records and archives management, achieving reductions in storage space requirements by almost 7,000 linear feet, with associated recurrent cost savings valued at almost $90,000 per year.

Policy, evaluation and training

54. The creation of the Policy, Evaluation and Training Division as a shared resource of the Departments of Peacekeeping Operations and Field Support was intended to secure linkages between policy and guidance development, systematic capturing of best practices and lessons learned and the standardization, design and delivery of training based on the evaluation of departmental and mission performance in key areas and related changes to or issuance of policy and guidance.

55. The Peacekeeping Best Practices Section is responsible for the policy and guidance framework of the Departments, cross-cutting thematic policy and advice (civil affairs, protection, gender and HIV/AIDS) and activities related to knowledge management lessons learned and best practices. Headed at the D-1 level, it is an organizational entity with the composition and size of a service that performs functions closely linked to cross-cutting policy and guidance. It is therefore recommended that this resource, which will continue to be shared by the Departments of Peacekeeping Operations and Field Support, be renamed the Policy and Best Practices Service.

Policy and guidance

56. As a complement to the restructuring of the Departments of Peacekeeping Operations and Field Support and in support of ongoing efforts to professionalize peacekeeping, the Departments committed to increase and improve guidance tailored to the needs of field operations and to develop standards for the performance of peacekeeping functions and activities. Since the 2007 restructuring, the Departments have issued an additional 170 guidance documents, which have been downloaded from the Peace Operations Intranet approximately 36,000 times to date. The establishment of standards and enhanced guidance have increased consistency in the performance of key functions. The roll-out of new policies and guidance materials, in such areas as police, elections and civil-military coordination and the mission start-up guide, have been well received. They are routinely employed by field missions and Member States in the training of their personnel. Sixty-nine per cent of field operations have indicated that the guidance materials are very adequate or adequate in terms of both quality and coverage. Baseline guidance now exists and is available to staff at Headquarters and in the field for all peacekeeping components.

57. For example, mission performance has improved in the key area of disarmament, demobilization and reintegration. According to a field survey conducted in May 2008 on the impact of United Nations system-wide integrated standards for the planning, implementation, funding and management of disarmament, demobilization and reintegration programmes, 89 per cent of respondents reported that their needs had been met by the standards and guidance; 95 per cent said that they had gained a better understanding of disarmament, demobilization and reintegration operations; 85 per cent reported improved planning, design and management of disarmament, demobilization and reintegration operations; 87 per cent had used the guidance for training, monitoring and evaluation of disarmament, demobilization and reintegration operations; 81 per cent found that they had been able to do their job differently; and 80 per cent had used the standards for policy formulation on disarmament, demobilization and reintegration operations.

58. The Department of Field Support has also recently produced key guidance documents. Examples include guidance to avoid any negative impacts of peacekeeping operations on the environment. The environmental policy approved in May 2009 requires missions to ensure that their impact on the local environment and on the health of local populations is managed and reduced, for example in terms of the control and prevention of oil and fuel leaks and the establishment of a waste management programme. Aviation safety and aviation operational risk management policies have introduced a more standardized approach to determining the level of risk associated with different types of flights and have, thereby, informed related decision-making.

59. In the context of the new horizon initiative, the Departments have dedicated particular attention to cross-cutting and critical areas of mandated activity that require consensus and clarity among peacekeeping stakeholders for their effective execution. Examples include the protection of civilians, a robust approach to peacekeeping, as well as the peacemaking/peacekeeping/peacebuilding nexus and transitions. Expected to be finalized by December 2010, the strategic framework to guide the development of mission-specific protection of civilian strategies will serve as a basis for related training modules and resource and capability requirement identification. Five missions with protection of civilian mandates have already developed or are developing strategies based on the draft strategic framework. The Departments are also producing a strategy to guide the prioritization and sequencing of critical early peacebuilding tasks in the areas of safety and security undertaken by peacekeepers. In addition, the Departments maintain their dialogue with Member States on enhancing the effectiveness of peacekeeping, including in terms of requirements to deter, through posture and action, threats to mandate implementation, the broader peace process and the safety and security of peacekeeping personnel.

Lessons learned/good practices

60. The knowledge management system of the Departments has strengthened the capacity to identify lessons learned and good practices and integrate them into standards, policy, guidance and training. Key lessons learned have informed new or revised policy, guidance and training, in such areas as formed police units, protection of civilians, and gender awareness among military and police personnel. The Departments have leveraged technology to increase the use of knowledge management tools; the number of communities of practice has increased from 3 in 2008 to 45 currently. This has resulted in a significant increase in knowledge-

sharing across a diverse range of functions at missions and between Headquarters and the field.

Evaluation

61. Since its creation in 2007, the evaluation capacity in the Office of the Director, Policy, Evaluation and Training Division has successfully delivered its responsibilities to evaluate and recommend improvements for field mission performance and Headquarters thematic processes. Thematic evaluations review processes of the Departments of Peacekeeping Operations and Field Support at Headquarters and/or across field operations to assess consistency and, as appropriate, identify cross-cutting issues and potential remedies. Evaluation findings and recommendations have informed the decision-making of the Departments regarding, for example, training capacities to fulfil new training policy requirements in field missions. They have also served as guidance for mission management and process improvements, in such areas as UNMIS support processes and UNAMID integrated information and communication processes. A 2008 evaluation of the joint operations and mission analysis centres at UNAMID, UNMIS and UNMIT led to revisions of the policies and guidelines for the centres in order to improve information-sharing and integrated assessments by those entities. The recommendations of the internal evaluation of integrated operational teams led to operational improvements for the teams, including through increased clarity on the division of labour with specialist functional areas, flexibility in the allocation of specialist resources to meet the operational demands of field missions and improved training for specialist officers to effectively perform their duties. Combined with support from the knowledge management team, such programmed and prioritized self-evaluations constitute an organizational tool for ongoing organizational and management improvements in the Departments of Peacekeeping Operations and Field Support and in the field.

Training

62. In order to improve performance and mandate delivery, the Departments have given priority to strengthening the peacekeeping training governance framework. In 2008, they issued a new United Nations peacekeeping training strategy, accompanied by policy and guidelines in April 2010 that clearly define the training responsibilities of Member States, the Departments of Peacekeeping Operations and Field Support and field operations. The framework sets out a training management cycle that ensures the cost-effective use of training resources and improves the preparation of all categories of personnel to undertake their duties as United Nations peacekeepers. It also establishes processes for defining training standards, based on organizational and departmental policies and guidance and ensures that civilian staff in peacekeeping operations are trained to meet the same organizational standards as the rest of the Secretariat in building a common organizational culture. Additionally, 128 trainers from Member States have been trained on predeployment training standards, which have been updated in accordance with such policy and guidance. The trainers are expected to train 19,000 uniformed personnel deploying to United Nations peacekeeping operations during the next year. In addition, 14 of the 88 United Nations staff and Member State participants that completed the updated senior mission leaders course since 2009 have been appointed to senior leadership positions in United Nations peacekeeping operations. Access to Secretariat-level standards of management and communications training is increasing for mission

personnel, owing to a more than 56 per cent increase in the number of mission trainers certified to deliver Office of Human Resources Management courses. A comprehensive review of progress in peacekeeping training is contained in the report of the Secretary-General (A/65/644).

Partnerships and cooperation

63. Since its creation in November 2007, the partnerships team has contributed to increasing the impact of its post-conflict engagement, by enhancing access to the full range of capacities and experiences of the broader United Nations system and its key partners. Building on the 2008 United Nations-World Bank partnership framework, several peacekeeping operations have worked closely with the World Bank at the strategic and operational levels. In the Democratic Republic of the Congo, Haiti and Liberia, the Department of Peacekeeping Operations, the United Nations Development Programme and the World Bank have collaborated on labour-intensive projects that have drawn on the military engineering contingents of the missions, United Nations Development Programme recruitment of local labour and World Bank financing. Lessons drawn were summarized in guidelines subsequently issued to all field operations led by the Department of Peacekeeping Operations. Recent partnership efforts have focused on improving interoperability and joint or coordinated planning with the European Union, which has deployed military and civilian operations alongside or in anticipation of United Nations peacekeeping operations in the Central African Republic, Chad and the Democratic Republic of the Congo. Following the deployment of the European Union-led peacekeeping force in the Democratic Republic of the Congo, joint United Nations-European Union guidelines on planning for joint deployments were developed and applied in the planning for Chad. Likewise, lessons learned from the European Union-United Nations transfer of authority for the peacekeeping force in eastern Chad and north-eastern Central African Republic were encapsulated in a jointly authored after-action review. This document may serve as an important tool for future dialogue between the two organizations on cooperation.

64. The Secretariat and the African Union have developed an operational partnership for peace and security through the implementation of the framework for the 10-year capacity-building programme for the African Union and support for the African Peace and Security Architecture. The partnership also entails a variety of short- and medium- to long-term initiatives as follow-up to the report of the African Union-United Nations panel ("Prodi report", A/63/666-S/2008/813), as well as various mechanisms in country-specific contexts.

65. The United Nations has assisted the efforts of the African Union Commission and regional entities to enhance their capacity to plan, deploy and sustain peacekeeping. Over the past year, the Departments of Peacekeeping Operations and Field Support and the Commission have enhanced information exchange, shared lessons, developed mechanisms to monitor readiness, built training capacity and enhanced cooperation. Efforts included providing technical advice (military, police, disarmament, demobilization and reintegration, security, and public information and support) related to the development of the African Standby Force and the African Union Mission in Somalia (AMISOM), in addition to the logistics support package provided through the United Nations Support Office for AMISOM and the Department of Field Support.

66. The support of the Departments provided to the African Union focused on training to enhance planning capacity and to prepare potential senior leaders. The support in terms of training is designed to enable the African Union Commission and the regional economic communities to assume responsibility for these efforts over time. Approximately 150 individuals have completed the training and are rostered by the Commission for possible deployment to future African Union peacekeeping operations. In addition, African Union experts in security sector reform participated in familiarization visits to Headquarters and in the United Nations annual inter-agency senior security sector reform practitioners' workshop.

67. Additional efforts were made to strengthen mechanisms for strategic dialogue between the United Nations and the African Union Commission. In Addis Ababa, the United Nations offices working in the areas of peace and security were rationalized with the establishment of the United Nations Office to the African Union on 1 July 2010. It has integrated the former United Nations Liaison Office to the African Union, the African Union peacekeeping support team and the United Nations planning team for AMISOM. The support elements of the joint support coordination mechanism of UNAMID have also been integrated into the new office. In addition, a United Nations-African Union joint task force on peace and security was established on 25 September 2010 to address strategic issues of mutual concern at the level of the Under-Secretaries-General for Political Affairs, Peacekeeping Operations and Field Support and the African Union Commissioner. It will meet twice a year, alternately in New York and Addis Ababa.

68. The partnerships team supports such coordination mechanisms as the United Nations-European Union steering committee and staff talks, where discussions have addressed practical operational issues of concern in a number of contexts where the United Nations and European Union work side-by-side. The steering committee has also served as a useful platform for reaching agreement on joint work programmes in a number of cross-cutting areas, such as an international policing doctrine, security sector reform and gender. In addition, the Departments have supported new cooperation frameworks at the Secretariat level with regional organizations, including the Collective Security Treaty Organization. The partnerships team has explored avenues for cooperation with the Association of Southeast Asian Nations, focusing in particular on how regional civilian capacities can best contribute to global peacekeeping efforts. As peacekeeping operations start drawing down, their engagement with partners becomes more essential in order to ensure a sustainable transition to longer-term peacebuilding.

Oversight and accountability

69. In the context of a business process improvement initiative to streamline and enhance the procedure of designating staff to perform functions with significant responsibility for human, financial and material resources, the Departments of Management and Field Support are developing a framework for field-to-Headquarters reporting on the exercise of delegated authorities. In order to further strengthen the chain of command and complement efforts to review and align current delegations of authority, the Department of Field Support is preparing for the introduction of International Public Sector Accounting Standards through the development of an accountability framework that ensures clarity of roles and responsibilities and delegations of authority that flow from the Under-Secretary-General for Field Support to heads of mission and directors/chiefs of mission

support, and takes into account, inter alia, the direct delegations of authority from the Department of Management and the provisions of section III, paragraph 7, of General Assembly resolution 59/296.

Conduct and discipline

70. A shared resource for the Departments of Peacekeeping Operations and Field Support, the Conduct and Discipline Unit in the Department of Field Support has strengthened oversight and accountability in the management as well as the prevention of misconduct, through the development of policies and programmes that promote the highest standards of conduct and set procedures to take appropriate and prompt action on misconduct. Working with conduct and discipline teams in field missions and with United Nations system partners, the Unit has introduced systemic measures to prevent misconduct, including predeployment and induction training for all categories of personnel and the recording and follow-up of all allegations of misconduct. This has increased the capacity of the Organization to identify and mitigate the risks associated with the conduct of personnel and to take appropriate and prompt departmental action on all allegations of misconduct substantiated by investigation to the relevant Secretariat authorities or Member States. Concrete steps to strengthen the conduct and discipline framework include revised legal, policy and administrative documents that now hold all categories of personnel accountable to the same United Nations standards of conduct, additional guidance that supplements the initial framework, including the comprehensive strategy to address sexual exploitation and abuse and the victims' assistance strategy and the implementation in July 2008 of a new case management tool. The tool has improved the Organization's ability to manage and report on allegations of misconduct, including the production of statistical data. Such data has been publicly available through the United Nations Conduct and Discipline website since December 2009. The tool also serves as a secure and practical means for authorized officials to communicate confidential information and to vet all civilian candidates selected for field assignments for prior misconduct. Combined, these achievements have resulted in a more structured and comprehensive organizational response to conduct and discipline issues, through clarity in roles and responsibilities, improved coordination between United Nations entities at Headquarters and in the field, and the elimination of duplication of effort.

Audit response and the Board of Inquiry

71. The 2007 restructuring proposals identified insufficient capacity to manage external and internal audit responses, review the Board of Inquiry process and systematically promote lessons learned and best practices as contributing factors to efforts to address weaknesses and increased exposure to risk. Through a modest strengthening of capacity and a change in reporting lines to the Assistant Secretary-General for Field Support, the audit response and boards of inquiry team has performed systematic monitoring to ensure appropriate action on all oversight body and Board of Inquiry findings and recommendations. Supported by an audit tracking and Board of Inquiry database rolled out to all offices in the Departments of Peacekeeping Operations and Field Support and field operations, this sustained follow-up has resulted in a 70 per cent reduction in outstanding Office of Internal Oversight Services recommendations under the purview of the Departments between June 2007 and June 2010, and a 15 per cent reduction in the number of repeated

Board of Auditors recommendations over the same period. Improved performance in these key areas has led to significant achievements in addressing gaps and achieving improvements in such areas as air safety management, leading to a reduction in the number of air safety incidents reported; procurement planning and performance evaluations of vendors, resulting in cost savings through advance planning and better quality of services and products procured; and field recruitment, leading to a reduction in overall vacancy rates in field operations. The period from January 2009 to March 2010 also witnessed a 61 per cent reduction in outstanding Board of Inquiry recommendations. In addition, experiences, lessons learned and best practices identified in Board of Inquiry reports since July 2007 have been applied in updating the standard operating procedures to guide the Board of Inquiry in all field operations.

Mission leadership

72. The strengthening of the Senior Leadership Appointments Section and its relocation to the Office of the Under-Secretary-General for Field Support has improved the Organization's ability to identify and attract suitably qualified leaders for positions in field operations. A 2009 business process improvement project resulted in a formal and systematic process for succession planning, vacancy management and oversight for field leadership appointments, enabling the Departments to adopt a holistic view of mission leadership teams and requirements across missions, to enhance capacity to proactively plan and strategically manage senior mission appointments, and to contribute to effective senior leadership team-building that meets the numbers and scope of high-level political and operational leadership profiles across all peacekeeping and special political missions. In addition to deploying ad interim leadership teams within extremely short time frames to meet leadership gaps in the aftermath of the Haiti earthquake, and in Afghanistan, Côte d'Ivoire and Darfur over the past year, the improvements have reduced gaps between field leadership appointments from a median of 87 days in 2007/08 to 31.5 days in 2009/10. Dedicated attention to upholding organizational gender goals has led to improved gender balance at the levels of heads and deputy heads of missions, up from 2 per cent in 2007 to 22 per cent at present. In addition, the introduction of a senior-level trouble-shooting mechanism comprising the heads of the Departments of Political Affairs, Peacekeeping Operations, Field Support, Humanitarian Affairs and the United Nations Development Programme, offers active support for the effective functioning of integrated leadership teams in field operations.

3. Specialist areas

Rule of law and security institutions

73. Recognizing that peacekeepers are early peacebuilders, in its resolution 61/279, the General Assembly established the Office of Rule of Law and Security Institutions to integrate police, judicial, corrections, disarmament, demobilization and reintegration, mine action and security sector reform structures and functions within the Department of Peacekeeping Operations.

74. Experience since 2007 reinforces the significance of the creation of the Office, particularly as a locus of specialized support for peace operations and a key interlocutor with Member States, the United Nations system and external partners in

support of rule of law and security mandates in the field. It has improved the ability of the Organization to carry out complex, recurring early peacebuilding mandates in the areas of safety and security, as defined in the report of the Secretary-General on peacebuilding in the immediate aftermath of conflict (A/63/881-S/2009/304). In order to further support an integrated approach, the Departments of Peacekeeping Operations and Field Support are developing with United Nations system partners an early peacebuilding strategy to guide the prioritization and sequencing of safety and security initiatives.

75. The benefits of a consolidated rule of law approach are evidenced by the improved ability to backstop core mandated operational activities in 17 peacekeeping operations and special political missions and to collaborate with the United Nations system and engage in wider partnerships. For example, in Southern Sudan, the UNMIS justice and security sectors advisory and coordination cell was established subsequent to a joint assessment mission undertaken by the Office of the Assistant Secretary-General for Rule of Law and Security Institutions/United Nations Development Programme (UNDP). A joint rule of law assessment mission to Timor-Leste by the Office of the Assistant Secretary-General for Rule of Law and Security Institutions and UNDP experts also resulted in a joint security sector reform project on civilian oversight and democratic governance and a jointly supported programme on policing. Since the 2007 restructuring, field operations report improvements ranging from 27 to 53 per cent in the direction and support given by headquarters on rule of law and security institutions issues. At the same time, all multidimensional operations with a rule of law mandate report that the Office has been effective in dealing with policies and strategies that cut across the Office's rule of law and security institution components and in dealing with partners.

76. The Police Division was restructured and strengthened pursuant to General Assembly resolutions 63/287 and 64/271. Implementing Office of Internal Oversight Services recommendations on the management of United Nations police operations, the Department of Peacekeeping Operations reassessed the organization of the Police Division to enhance the effectiveness of its operations; to address vacancy rates and streamline the police recruitment process by creating a single entity staffed by human resources specialists; and to improve communication with police contributing countries and field missions in synchronizing the rotation of United Nations police. By its resolutions 63/287 and 64/271, the Assembly authorized 20 additional positions for the Police Division, positioning it to more effectively and efficiently select and recruit qualified police experts and well-prepared and equipped formed police units for peacekeeping operations, while enabling it to liaise closely with Member States and focus on all strategic planning aspects of the police components of peacekeeping operations and special political missions.

77. Strategic planning guidance has assisted the field missions and the police and other law enforcement agencies of the host States in Chad, the Democratic Republic of the Congo, Haiti, Kosovo, Liberia, the Sudan and Timor-Leste in developing their police reform and development operations planning and assessment. Planning assistance to MINURCAT, MINUSTAH, MONUSCO, the United Nations Peacekeeping Force in Cyprus, the United Nations Integrated Peacebuilding Office in Sierra Leone, UNMIK, UNMIL, UNMIT and the United Nations Operation in Côte d'Ivoire, through the development of a United Nations police concept of operations based on the recently devised integrated mission planning process

template, has resulted in a clear vision and performance metrics, as well as the prioritization and better sequencing of police-related mandated tasks.

78. As requested by the General Assembly in paragraphs 11 and 12 of its resolution 64/271, I will include my assessment of the level of the post of Police Adviser in the context of the support account for peacekeeping operations for the period from July 2011 to June 2012, recognizing the significant role of the Police Division of the Department of Peacekeeping Operations in contributing to peacekeeping operations, including their peacebuilding efforts, and the increase in the policing dimension in a number of operations.

79. Through the increased capacity to undertake predeployment selection assessments, a nearly 100 per cent increase was achieved in police officers tested — from 12,150 in 2009 to 24,050 in 2010 — resulting in a decrease in the overall field vacancy rate from 25.6 per cent in 2009 to 21.3 per cent in 2010. In addition, the representation of women in the United Nations police capacity has increased from 7.8 per cent in August 2009 to almost 10 per cent in November 2010. Such efforts will continue in order to achieve the target of 20 per cent by 2014.

80. Based on a review of existing structures and informal consultations with police-contributing countries, it is proposed that the Mission Management and Support Section be separated into two sections, so that one section would focus on mission management and support, and the other would serve as a dedicated capacity, called the Selection and Recruitment Section, to ensure transparency, autonomy, accountability, consistency and standardization, and enhance the effectiveness and efficiency, of all processes related to the recruitment, selection and deployment of police personnel. The establishment of the new Selection and Recruitment Section would be cost-neutral.

81. The expansion of the standing police capacity and the creation of a complementary standing justice and corrections capacity, approved by the General Assembly in its resolution 64/270, once fully staffed, would constitute a strengthened capacity to support field missions at the start-up, downsizing or other critical transitions and phases. Although funded through the support account, these rapidly deployable capacities represent key enablers for all field presences.

82. The expanded Criminal Law and Judicial Advisory Service has strengthened capacities on the ground by increasing in situ assessment and technical support to justice and corrections components, resulting in improved legal frameworks and strengthened national institutions in Afghanistan, Burundi, the Democratic Republic of the Congo, Haiti, Liberia, the Sudan and Timor-Leste; by assisting missions in their support for the development of national rule of law reform strategies in Afghanistan, Darfur, the Democratic Republic of the Congo, Haiti, Liberia, Southern Sudan and Timor-Leste, resulting in nationally led and coordinated reform processes and also contributing to the mobilization of additional resources; by strengthening assistance to the host countries to ensure safe and humane prison systems, contributing to reduced security risks and improved prison conditions; and by delivering a training course for judicial affairs and corrections officers, enabling them to assist national actors in accordance with guidance materials and identified best practices.

83. The expertise offered to Member States and missions by new capacities, such as the Security Sector Reform Unit, has enabled the more effective delivery of

mandates. For example, the system-wide strategic approach to security sector reform has ensured consistency and coherence in supporting regional and national security sector reform efforts, such as for the African Union and Guinea Conakry. Training delivered to over 350 practitioners from all United Nations entities engaged in supporting national security sector reform efforts has reinforced the system approach and strengthened the Organization's expertise in this area. Guidance being finalized in core areas of security sector reform activity will further support the effort. In addition, the rapid deployment of security sector reform expertise from the newly established roster has resulted in more effective assessment and planning of security sector reform initiatives at the country level, as well as more effective and efficient international and regional support.

84. Recently issued guidance on and future training for practitioners on the disarmament, demobilization and reintegration/security sector reform nexus and interlinkages between disarmament, demobilization and reintegration and transitional justice will enhance the Organization's ability to ensure that post-conflict stabilization measures are properly coordinated. The second generation disarmament, demobilization and reintegration concept, set out in the publication *Second Generation Disarmament, Demobilization and Reintegration Practices in Peace Operations: A Contribution to the New Horizon Discussion on Challenges and Opportunities for United Nations Peacekeeping* issued in January 2009, will allow the United Nations to consider alternative activities that can be implemented in order to build trust in a peace process, contribute to a secure environment and help to put in place the foundation for longer-term peacebuilding in situations where traditional disarmament, demobilization and reintegration alone would not suffice.

85. Where appropriate, and resources permitting, rule of law specialists support special political missions, through engagement in assessments, recruitment and guidance in the areas of security sector reform, disarmament, demobilization and reintegration and police, including the standing police capacity, justice and corrections. As a general rule, the Department of Political Affairs bears the cost of field deployments in support of special political missions.

Military affairs

86. By its resolution 61/279, the General Assembly approved the creation of the Office of Military Affairs, headed at the Assistant Secretary-General level, along with a further strengthening of the Office one year later under its resolution 62/250, in response to proposals set out in the report on the comprehensive analysis of the Office of Military Affairs (A/62/752). The impact of this strengthening is addressed in the subsequent report (A/64/572 and Corr.1).

87. Strengthened policy and doctrine, liaison, planning and force generation capacities have better equipped the Office to enhance its engagement with troop-contributing countries, resulting in improved capacity to deploy to specific missions. Examples include assessment and predeployment visits to new troop-contributing countries to assess, instruct and coach, resulting in well-prepared and well-equipped battalions deploying to peacekeeping operations. Strengthened expert capacity has allowed for the planning of specialized land, aviation and maritime/riverine operations, as well as maritime doctrine development and maritime task force planning for UNIFIL. Augmented force generation has enabled the Organization to better manage the record numbers of military contingents and

individually deployed personnel, with a specific benefit being the additional effort to bring emerging troop-contributing countries into the standby arrangements system and the addition of five new contributors to peacekeeping operations. Furthermore, the system will transition to a web-based, interactive tool to improve data accuracy and response time. Additional resources have expedited processes for the production of memorandums of understanding, predeployment and reconnaissance activities and, in collaboration with the Department of Field Support, contingent-owned equipment negotiations.

88. The creation of an assessment team has yielded qualitative improvements in briefings to Member States, in particular troop-contributing countries, on military threat and risk assessments in field operations and potential zones of conflict that might impact on peacekeeping operations. The dedicated policy and doctrine development capacity has improved the Office's ability to support troop contributors and field operations, by drawing on lessons learned and best practices to develop guidance materials in such key areas as civil-military coordination, the protection of civilians and the assessment and mitigation of security risks, and to ensure that the military perspective is appropriately reflected in cross-cutting peacekeeping and support policies. More broadly, the strengthened Office has been able to engage in such new initiatives as the new horizon capability-driven approach and robust approach to peacekeeping initiatives and the global field support strategy. In collaboration with the Department of Field Support, the Office of Military Affairs and the Police Division are developing a modular "200-man" camp concept, which includes standardized information and communications technology, and security and logistics components, and which is designed to facilitate the smooth deployment of troops and police.

89. Improvements have also been evident in the rapid deployment of military experts from Headquarters to assist missions with start-up, surge or crisis response phases. Recent examples include the deployment of a team to UNAMID headquarters to support the Force Commander in establishing processes and procedures to streamline the management of the military component, the deployment of liaison officers to the United States Southern Command and a planning team to Port-au-Prince in response to the Haiti earthquake in January 2010.

90. Overall, 69 per cent of field operations reported sustained (25 per cent) or improved (44 per cent) quality, timeliness and responsiveness in the direction and support given by the Office.

Field support

91. The ability of the Organization to fulfil its political, peacekeeping and peacebuilding mandates inherently depends on its capacity to support its activities effectively and efficiently on the ground in the most challenging operational circumstances. The establishment of a dedicated department headed at the level of Under-Secretary-General has raised the profile of support and has meant that support issues have begun to inform decision-making processes, including in the Security Council. Experience has shown that more informed decision-making on crucial support aspects has a positive impact on mandate implementation.

92. As manifest in the global field support strategy, the Department is moving towards becoming a strategic enabler that is positioned to effectively provide resources and management services to all of the Organization's field operations,

including those led by the Department of Political Affairs, and has leveraged its capacities to play a key role in the efforts of the Organization to address challenges before the international community in new ways. In the 2010 survey, 63 per cent of field operations reported improvements in the overall quality, timeliness and responsiveness of direction and support given since the establishment of the Department of Field Support.

93. Through its United Nations Support Office for the African Union Mission in Somalia, the Department of Field Support has delivered logistical support to the African Union in Somalia, including by creating a sustainable supply route to Mogadishu from Mombasa, Kenya, for essential supplies. The Department has also worked on behalf of the Secretary-General with the African Union and the Government of the Sudan to secure the safe and steady passage of personnel and physical resources to facilitate the full deployment of UNAMID. The Department also has worked closely with the United Nations Assistance Mission for Iraq and the United Nations Assistance Mission in Afghanistan to develop practicable long-term solutions to their operational challenges and security threats, including the use of off-shore structures and discretionary measures to recruit and retain staff that are within the authority delegated to me by the General Assembly. Moreover, the Department has supported the planning and assisted in the transformation of United Nations presences in Guinea-Bissau and the Central African Republic into integrated peacebuilding offices and is presently advising the Department of Political Affairs on the establishment of a regional conflict prevention centre in West Africa.

94. Based on the experience gained from over three years of operation, and in line with ongoing work on implementing the global field support strategy, the Department of Field Support has identified the need to determine the optimum allocation of the Department's specialist resources between the integrated operational teams and the Office of the Under-Secretary-General for Field Support. While the integrated operational teams deliver integrated, cross-cutting support to specific peacekeeping operations, the senior management of the Department of Field Support is responsible for giving guidance and policy advice to all peacekeeping operations and special political missions in all areas of administrative and logistical support. It is also responsible for maintaining a strategic overview both across all field presences on support functions and initiatives. Allocation of appropriate resources to the senior leadership of the Department of Field Support is essential so that appropriate strategic oversight is provided over the resources appropriated by the General Assembly for the Organization's field activities, according to operational priorities and in line with Organization-wide policies and priorities.

Human resources management

95. Informed by a comprehensive 2005/06 review of the structure and processes of field personnel management and support, it was proposed that the Personnel Management and Support Service be restructured into the Field Personnel Division, strengthening both specialist and operational support capacities. It was also determined that the Division should be empowered by expanded delegations of human resources management authorities to more effectively recruit, manage and administer field personnel.

96. The growth in recent years in field mission civilian staffing levels and the evolving requirements for specialized expertise have rendered effective strategic and

operational human resources management critical to the success of field missions. In order to strengthen the leadership, management and operational capacities to better manage the size and scope of human resources management in the field, the Field Personnel Division was created with two Services, dedicated to foundational support and operational support. The reorganization clarified roles and responsibilities and enabled sustained day-to-day operational support to individual missions and consistent attention focused on strategic human resources management in such areas as policy, workforce planning, recruitment, staffing and career development.

97. The expansion of the delegations of authority of the Division was designed to allow improved service delivery to the field on such issues as job classification, approval of movement to a higher level and discretionary decision-making authority in the management of staff and the administration of benefits. Nonetheless, challenges continue with human resources management systems, with 69 per cent of field operations reporting that the quality, timeliness and responsiveness of guidance and support given by the Division on human resources management matters had remained the same (44 per cent) or had somewhat/significantly improved (25 per cent), and 25 per cent indicating some decline since October 2008, as new recruitment and selection processes modelled on headquarters systems and mechanisms were introduced. However, at the Headquarters strategic and policymaking level, the new structure has allowed for more systematic and better coordinated inputs with the Department of Management on issues affecting conditions of service of field staff and overall human resources management reform.

98. Strengthened training and self-monitoring capacities enabled the further delegation of authorities to field missions for the selection of staff, their on-boarding and certain administrative functions. Sixty-two per cent of field operations recently surveyed considered the delegations to be adequate, while 31 per cent expressed the need for higher levels of delegation. To ensure that delegated authorities are appropriately exercised, the Field Personnel Division is developing human resources management e-learning programmes for human resources practitioners in the field. In collaboration with the Office of Human Resources Management, the Division conducts self-monitoring exercises, including through the introduction of human resource management scorecards, as described in the report of the Secretary-General on the overview of human resources management reform (A/65/305).

99. The Field Personnel Division was also able to reform the roster-based recruitment process into a new system that takes a proactive, centrally managed approach to staffing, by developing rosters of qualified candidates assessed by expert panels, endorsed by a field central review body and ready for immediate selection by mission managers under their delegated selection authority. Streamlined contractual arrangements under one set of staff rules, approved by the General Assembly in resolution 63/250, enabled the creation of one, global Secretariat, integrating the field and Headquarters. The integration guides the new staff selection system, which governs both the field and Headquarters. The new system gives the Under-Secretary-General for Field Support the flexibility to laterally transfer staff who have been vetted through a central review body mechanism across missions without advertisement of the position, better enabling the Department to deploy staff more rapidly at the start-up, expansion, liquidation or crisis periods in the lifespan of a mission and allows for the redeployment of staff from downsizing or liquidating missions. As a result, vacancy rates have decreased from 30 per cent as at 30 June 2009 to 15 per cent as at 30 June 2010, for locally recruited staff, and from 28 per

cent as at 30 June 2009 to 24 per cent as at 30 June 2010, for international staff. The new staff selection system also requires hiring managers to give due consideration to candidates from troop- and police-contributing countries for positions in peacekeeping operations and posts funded under the support account. As at 31 August 2010, 88 per cent of mission staff were nationals of troop- and police-contributing countries.

Financial management

100. In response to the level and complexity of financial and collaborative arrangements with regional organizations and the broader United Nations system, the General Assembly approved the strengthening of the Field Budget and Finance Division. The intended benefits of this strengthening were improved guidance and support to field operations in budget development and daily operations.

101. The Field Budget and Finance Division works closely with the Department of Management, specifically the Peacekeeping Financing Division, on peacekeeping operations, and the Programme Planning and Budget Division, on special political missions, in preparing and presenting field budgets. The ongoing implementation of wider financial and budget management reforms throughout the Organization, in particular the introduction of the International Public Sector Accounting Standards and the enterprise resource planning project (UMOJA) are expected to result in an optimized budget process, which will better serve both Member States and the field. A further review should also be undertaken of the budgetary tools and processes used to finance, for example, integrated offices and collaborative arrangements that bring together functions that have historically been budgeted according to different processes and timelines.

102. Since July 2007, the budget development process was streamlined and the preparation of budgets improved, particularly through the deployment of integrated Abacus teams to support the development in situ of field budgets. Results include improved compliance with budget submission deadlines for peacekeeping operations, from 50 per cent in the 2007/08 period to 100 per cent in the 2008/09 and 2009/10 periods. Legislative bodies have also acknowledged improvements in the quality of budget proposals submitted during the sixty-third and sixty-fourth sessions of the General Assembly. Eighty-one per cent of field operations reported that support for the budgeting and finance function had remained the same (50 per cent) or had improved (31 per cent). Strengthened quality assurance measures — such as cross-mission analysis of resource requirements, the development and adherence to benchmarks (i.e., costing standards and resource ratios), the integrated review of mission budgets by integrated operational teams, as well as by joint departmental senior review teams, in addition to enhanced training for budget offices, have improved the consistency of budget estimates and have resulted in an improved overall field operations budget implementation rate, which rose from 92 per cent in 2007/08 to 97 per cent in 2008/09. Further improvements in the alignment of resource requests with operational requirements are expected over time to contribute to reductions in overexpenditures and underexpenditures.

103. The strengthening of the Field Finance and Budget Division has also resulted in the strengthening of field mission capacity for financial resource management and reporting. The "PACT" programme has enabled the Organization to intensively train new field budget and finance officers for deployment to field operations within

a three-month period to fill critical vacancies. In situ training on field financial systems and budgeting methodology, the introduction and maintenance of a field finance manual and the transfer of skills through support visits have all contributed to increased substantive expertise in the field. The Division's contribution to field-based support packages for the implementation of the enterprise resource planning system, International Public Sector Accounting Standards and the global and regional support centres are all aimed to better prepare field financial professionals for new business practices.

104. In addition, support for troop- and police-contributing countries has improved. Despite a 69 per cent increase in the volume of claims for contingent-owned equipment management since 2006/07, the Division has reduced the average processing time for reimbursements from six months to three months, through the application of business process improvements and the associated strengthening of supporting systems.

105. As part of the implementation of the global field support strategy, the financial framework for mission start-up or expansion has been strengthened through approval by the General Assembly of access to up to $100 million from the Peacekeeping Reserve Fund and up to $50 million of the strategic deployment stocks without replenishment, leading to more robust financing of new operations without additional funding from Member States. Such measures aim to expedite the funding process, better align requirements for mission start-ups and expansion and enable the rapid deployment of material and human resources to the field. Based on more realistic resource requirements, a proposed standardized funding model for the first year of a peacekeeping operation is being prepared for consideration by the Assembly at the second part of its resumed sixty-fifth session and should also contribute to rapid mission start-up and deployment. Additional details are provided in the report of the Secretary-General on the global field support strategy proposed standardized funding model (A/65/643).

Logistics

106. Logistical support for peacekeeping is a key strategic enabler of mandate implementation. The operational support requirements for United Nations peacekeeping are complex and vary across and between missions, ranging from the delivery of rations to remote and hostile environments to managing the rotations of troops and other personnel using a variety of different transport assets. While each mission has different needs, particular operational requirements and resources common to all missions, such as rations, fuel, ground and air transport, represent some of the most significant cost drivers of United Nations peacekeeping.

107. While the establishment of the Department of Field Support did not significantly change the Logistics Support Division, aside from the creation of a separate Information and Communications Technology Division (see para. 112 below), the creation of a dedicated support department headed at the Under-Secretary-General level laid the foundation for developing a more strategic and global approach to field logistics management. Fifty per cent of field operations surveyed considered that the quality, timeliness and responsiveness of logistics management had improved. Experience gained in managing the global logistics operations underpinned development of the global field support strategy. A key element informing the strategy is the concept of shared services delivered through

service centres (regional and global service centres) to allow for synergies, cost efficiencies and economies of scale, as well as the possibility to reduce the in-mission footprint and thereby improve the safety and security of staff.

108. The development of the service centre concept led to the re-profiling of the United Nations Logistics Base at Brindisi, Italy, to become a global service centre. The Base is also playing a key role in the modularization pillar of the global field support strategy, developing service modules for missions globally. Such predefined logistics packages will allow for faster and more efficient deployment of missions and more predictable planning for the acquisition of goods and services required by missions. The Logistics Support Division at Headquarters is working closely with the Logistics Base to implement a global approach to logistics management. More detailed information on the implementation of the service centre and modularization concepts is contained in the global field support strategy progress report (A/65/643).

Procurement

109. Effective procurement remains a key enabler for mission mandate implementation. The Department of Field Support and the Department of Management have continued to collaborate to improve delivery of procurement support through streamlining processes while adhering to the principles of strong internal controls, oversight and accountability.

110. A Secretariat-wide procurement governance framework has defined roles and responsibilities, lines of accountability and streamlined procurement procedures for field operations. Sixty-two per cent of field operations considered that the delineation of roles and responsibilities was very or somewhat clear, while 31 per cent reported that those were somewhat or very unclear. To enable more timely and efficient procurement, the Department of Management increased the delegation of procurement authority to the Department of Field Support in August 2008 from $200,000 to $500,000 for procurement cases that are neither core nor contained special requirements. As a result of the increased delegation, field operations are able to locally approve more cases, thus reducing the number of cases sent to the Headquarters Committee on Contracts and reducing the processing time for cases that had previously required the Committee's approval. In 2008, missions submitted 589 cases to the Committee; that number was reduced to 479 and 411 in 2009 and 2010, respectively. Eighty-one per cent of field operations reported that the level of delegation was adequate, while 12.5 per cent believed that higher levels of delegation were needed.

111. Established as a Department of Management pilot in July 2010, a Regional Procurement Office in Entebbe, staffed by both the Procurement Division and field staff, procures materials and services for peacekeeping operations and offices in East and Central Africa. Once issued to the Office, the proposed increased delegation of procurement authority will allow the anticipated streamlining of the procurement process, consolidation of requirements and cost-sharing across missions, leading to economies of scale. Through proximity to peacekeeping operations in Africa, it should also deliver more responsive support in closer alignment with and understanding of the needs and priorities of the missions it supports. The Regional Procurement Office will also deliver regional support in managing, administering and implementing procurement reform initiatives. While in line with the global field support strategy approach in the establishment of the

Regional Service Centre in Entebbe, the Regional Procurement Office reports directly to the Department of Management.

Information and communications technology

112. In resolution 61/279, the General Assembly created the Information and Communications Technology Division from the Communications and Information Technology Service that had previously existed. The new Division was given strengthened leadership capacity under General Assembly resolution 62/250, with the upgrade of the Director position. The proposal was based on a requirement to manage the continued growth in scale and scope of information and communications technology activities in field missions; provide technical support for the implementation of enterprise systems in peace operations; reduce duplication of effort between the Information Technology Services Division of the Department of Management (now part of the Office of Information and Communications Technology); place information and communications technology services closer to stakeholders; and better support field mission mandate delivery.

113. Information and communications technology has also been better leveraged to assist Headquarters and field operations in achieving peacekeeping mandates, particularly in areas such as rule of law and security institutions, police and military applications, as well as policy, knowledge management, evaluation and training. The support also underpins the implementation of the global field support strategy, including infrastructure and information systems, to support the creation of the Regional Service Centre in Entebbe, and critical components of the modularization initiatives, in particular, the 200-man camps currently under development in consultation with Member States.

114. Collaboration with the Office of Information and Communications Technology in the development and implementation of information and communications technology strategies and policies has ensured that field activities are aligned with the Secretariat-wide information and communications technology vision, policy and standards. The Information and Communications Technology Division also ensures that the operational needs of the field are taken into consideration. These include field-specific requirements, operational tempo, operational conditions (i.e., local infrastructure) and the maintenance of chain-of-command. In addition, the facilities at the United Nations Logistics Base are being leveraged, through service level agreements, to support wider organizational needs, including hosting enterprise systems for the Secretariat. This will enable the Organization to achieve economies of scale and scope and ensure robust and reliable connectivity with field operations.

115. While managing a client base of over 130,000 over 450 major communications links in place and over $1 billion in systems contracts for major information and communications technology equipment, the Division has undertaken a number of strategic initiatives to manage the volume of work. A regional approach to delivery is to eliminate duplication of effort, ensuring consistency in service across missions and achieving economies of scale. In its report (A/64/660), the Advisory Committee on Administrative and Budgetary Questions recognized the potential benefits of that approach, as endorsed by the General Assembly in its resolution 64/269 on the basis of the recommendations contained in the overview report. Further information about the regionalization project across the missions in the Middle East (UNIFIL, the United Nations Disengagement Observer Force, UNFICYP and the United Nations

Truce Supervision Organization) is included in the 2010 budget submissions for those missions. The project is already achieving these goals. Recurrent annual financial reductions in excess of $3.5 million have been realized, including a reduction of 17 posts. The centralization of applications has reduced the mission support footprint in field operations. The virtualization and consolidation of data centres has also contributed to achieving economies of scale. In addition, collaboration with the Office of Information and Communications Technology and the Department of Management has ensured that enterprise solutions address the often unique technology-based requirements of the field, such as the need to operate over high-latency, satellite-based communications links, and the field's wide area network. Piloting of systems in field operations has been undertaken as part of those efforts, including the customer relationship management enterprise system, to ensure applicability to the field. Eighty-eight per cent of field operations reported that they were very or somewhat satisfied with the quality, timeliness and responsiveness of direction and support given by the Division, and 56 per cent reported significant or some improvements in those areas since restructuring.

D. Improvements to administrative and management processes

116. While approving proposals for restructuring, the General Assembly emphasized that structural reform and additional capacities were only part of the reform equation and that greater attention needed to be given to addressing systemic issues, particularly improvements to work processes and procedures. In February 2008, the Departments of Peacekeeping Operations and Field Support, in collaboration with the Department of Management, launched a business process improvement initiative to streamline and improve the quality of business processes. Based on a needs assessment, and in line with departmental priorities for core business and reform efforts, priority has been given to projects in the broad areas of planning, personnel, procurement and finance. A total of 22 projects have been completed to date, the majority of which have crossed departmental boundaries and have included improvements, such as the clarification of roles and responsibilities among stakeholders, standardization of procedures and the use of templates, training on standards and procedures, and the leveraging of technology. Where required, the projects have been aligned with other major change initiatives, such as human resource management reforms and enterprise resource planning. Importantly, they have served as models for what can be achieved with a shared vision and a commitment to change in terms of continuous organizational improvement.

117. Examples of results achieved include identification of $62 million for equipment in missions, pending financial closure after the liquidation has been identified and recorded for subsequent reconciling, disposal or redistribution; process cycle time for the asset disposal process reduced by 51 per cent (147 days reduced to 73 days) and the standardization of the asset disposal planning process; establishment of a process to systematically vet and place candidates on a roster and the development of a new assessment methodology, contributing to the improved quality of candidates on the rosters and the expedited deployment of personnel to field operations; reduction in the average downtime for financial system upgrades and related financial management activity in field operations from one day to half a day; reduction in the processing time of donor and financial agreements for mine action activity in order to consistently meet the seven-day deadline, thereby

enabling funds to reach field operations faster and ensuring the continuity of critical projects; and reduction in the publishing cycle time of peacekeeping and field support guidance documents from 43 days to 18 days, making guidance more rapidly accessible to field operations. In recognition of those achievements, the United Nations is currently one of six finalists in the "best start-up programme" category for a Lean Six Sigma process excellence award.

IV. Conclusions and recommendations

118. The restructured Department of Peacekeeping Operations comprises areas of significant specialized expertise that, along with the Department of Field Support, delivered integrated strategic and operational support to field missions and act as service providers to enable mandate delivery in specialized areas. Service provider elements include the Office of Rule of Law and Security Institutions, the Office of Military Affairs and shared departmental capacities in the Policy Evaluation and Training Division and the Office of the Chief of Staff. At the same time, the Department of Peacekeeping Operations maintains and seeks to enhance the delivery of integrated, coherent support and guidance to operations with multidimensional mandates. As the peace and security challenges before the international community continue to evolve, both Departments should effectively tackle the challenge of managing the inherent tensions in running two distinct, yet interrelated business models so as to continue to deliver both strategic and operational Headquarters guidance and support as well as expert specialized services. The models should continue to adapt, as might be required, to serve the evolving mandates and field operations that implement them, while continually addressing the emerging issues on the international peace and security agenda. In addition, as Department of Peacekeeping Operations/Department of Field Support service providers demonstrate their comparative advantage, it will be important to develop options to enable them to offer support to special political missions and other field entities in their areas of expertise, as is currently the case for the electoral and mediation support capacities resident in the Department of Political Affairs.

119. The results reflected in the present report lead to the conclusion that the Departments have overcome initial challenges and that the 2007 restructuring has taken root and is delivering the intended benefits. The restructuring and strengthening of the Departments have led to the continued professionalization of United Nations peacekeeping and have enabled the Departments to confront a period of intense growth and increasingly challenging mandates and operational theatres. The results of the 2010 field survey support these conclusions, in noting improvements and offering generally positive feedback on the timeliness and quality of Headquarters support. The reforms have generally yielded the intended benefit of the considerably strengthened ability of the United Nations to mount, manage and sustain peacekeeping operations and that they have laid an important foundation on which to consolidate the gains achieved.

120. Member States should note the positive impact of the series of reforms described in the present report, the General Assembly should approve the minor structural adjustments proposed and, above all, the course of effective partnership and support for the continual adaptation of United Nations peacekeeping should be maintained in order to anticipate and meet the peace and security challenges before the international community.

V. Actions to be taken by the General Assembly

121. **The General Assembly is requested to:**

(a) **Take note of the present report and maintain support for the reform and strengthening of United Nations peacekeeping;**

(b) **Approve the renaming of the Policy and Best Practices Section to the Policy and Best Practices Service;**

(c) **Endorse the proposal to separate the Mission Management and Support Section in the Police Division into two sections: the Mission Management and Support Section, and the Selection and Recruitment Section.**

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Agenda item 146
Financing of the United Nations Peacekeeping Force in Cyprus

Performance report on the budget of the United Nations Peacekeeping Force in Cyprus for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

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Summary

The present report contains the performance report on the budget of the United Nations Peacekeeping Force in Cyprus (UNFICYP) for the period from 1 July 2009 to 30 June 2010.

The total expenditure for UNFICYP for that period has been linked to the Force's objective through a number of results-based-budgeting frameworks, grouped by components, namely, political and civil affairs, military, United Nations police and support.

Performance of financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

			Variance	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Military and police personnel	23 843.5	22 487.3	1 356.2	5.7
Civilian personnel	14 442.2	15 335.7	(893.5)	(6.2)
Operational costs	16 127.0	15 475.7	651.3	4.0
Gross requirements	**54 412.7**	**53 298.7**	**1 114.0**	**2.0**
Staff assessment income	2 271.7	2 527.3	(255.6)	(11.3)
Net requirements	**52 141.0**	**50 771.4**	**1 369.6**	**2.6**
Voluntary contributions in kind (budgeted)	1 484.3	1 327.7	156.6	10.5
Total requirements	**55 897.0**	**54 626.4**	**1 270.6**	**2.3**

Human resources incumbency performance

Category	*Approved*[a]	*Actual (average)*	*Vacancy rate (percentage)*[b]
Military contingents	860	853	0.8
United Nations police	69	69	—
International staff	39	38	2.6
National staff	113	110	2.7

[a] Represents the highest level of authorized strength.

[b] Based on monthly incumbency and approved monthly strength.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Introduction

1. The budget for the maintenance of the United Nations Peacekeeping Force in Cyprus (UNFICYP) for the period from 1 July 2009 to 30 June 2010, set out in the report of the Secretary-General of 26 January 2009 (A/63/693), amounted to $55,996,200 gross ($53,665,100 net), exclusive of budgeted voluntary contributions in kind in the amount of $1,484,300. It provided for 860 military contingent personnel, 69 United Nations police officers, 41 international staff and 116 national staff. The Advisory Committee on Administrative and Budgetary Questions, in paragraph 42 of its related report (A/63/746/Add.9), recommended that the General Assembly appropriate the amount of $54,686,100 gross for the maintenance of the force for 2009/10.

2. The General Assembly, by its resolution 63/290, appropriated an amount of $54,412,700 gross ($52,141,000 net) for the maintenance of the Force for 2009/10. The appropriated amount included voluntary contributions from the Government of Cyprus in the amount of $18,074,373, equivalent to one third of the net appropriation, and $6.5 million from the Government of Greece. The amount of $32,220,527 gross ($29,948,827 net) was assessed on Member States.

II. Mandate performance

A. Overall

3. The mandate of UNFICYP was established by the Security Council in its resolution 186 (1964) and extended by the Council in subsequent resolutions. The mandate for the reporting period was provided by the Council in its resolutions 1873 (2009), 1898 (2009) and 1930 (2010).

4. The Force is mandated to help the Security Council achieve an overall objective, namely, to ensure peace and security in Cyprus and the return to normal conditions.

5. Within this overall objective, UNFICYP has, during the reporting period, contributed to a number of accomplishments by delivering related key outputs, shown in the frameworks below, which are grouped by political and civil affairs, military, United Nations police and support components.

6. The present report assesses actual performance against the planned results-based-budgeting frameworks set out in the 2009/10 budget. In particular, the report compares the actual indicators of achievement, that is, the extent to which actual progress has been made during the period against the expected accomplishments, with the planned indicators of achievement, and the actually completed outputs with the planned outputs.

B. Budget implementation

7. In fulfilling its mandate, UNFICYP continued to apply an integrated approach in carrying out its tasks, which was based on close cooperation between the civil affairs, military and police components of the Force. Efforts were focused on maintaining the stability of the buffer zone, in particular on managing civilian

activities, which continued to intensify. To that end, coordination arrangements were implemented with the relevant authorities to address unauthorized construction activities in the buffer zone.

8. In addition to fulfilling its peacekeeping mandate, UNFICYP provided substantive, administrative and logistical support to the political process. The Special Representative of the Secretary-General and Chief of Mission of UNFICYP, as the Deputy Special Adviser to the Secretary-General on Cyprus, coordinated the provision of assistance by the Force to the Secretary-General's good offices mission. The Chief of Mission chaired meetings between the two Cypriot leaders and their representatives in the absence of the Special Adviser from the island. Staff of UNFICYP continued to act as facilitators of meetings at the level of working groups and technical committees to discuss substantive and day-to-day issues affecting both communities.

9. As in the previous period, UNFICYP utilized regularly scheduled commercial flights for the rotation of military contingents, which had proven to be more cost-effective than charter flights.

10. Stricter measures were applied and implemented in order to further reduce the number of vehicular traffic accidents involving UNFICYP personnel through the conduct and implementation of road safety programmes, safe driving competitions and driving assessments.

C. Mission support initiatives

11. During the reporting period, UNFICYP implemented various service improvements in the areas of asset management, facilities and infrastructure, ground transportation, communications and information technology. The target percentage of total required inventory value of assets awaiting write-off or disposal as at 30 June 2010 was achieved, and assets not located during physical verification did not exceed 0.5 per cent. In the area of facilities and infrastructure, maintenance and repair works required for all camps and observation posts were completed, including the scheduled preventive maintenance of generators, air conditioners and kitchen equipment. In addition, the number of traffic accidents involving UNFICYP personnel averaged 5.7 accidents per month, of which an average of only 4 per month were determined to be attributable to UNFICYP personnel, which was slightly lower than the average number in the 2008/09 period. Furthermore, the server virtualization project was completed, which led to the reduction in the total number of servers from 17 to 16 while the availability of network services was increased.

D. Regional mission cooperation

12. UNFICYP continued its cooperation with the United Nations entities in the region, including the United Nations Interim Force in Lebanon (UNIFIL), the United Nations Disengagement Observer Force (UNDOF) and the United Nations Truce Supervision Organization (UNTSO). The Force also continued to exchange technical expertise in the fields of information technology and communications, and to share the communications hub at Camp Ziouani with UNDOF, UNIFIL and UNTSO. In addition, the Regional Conduct and Discipline Team and Regional

Oversight Office, which are based in UNIFIL, provided their full support to UNFICYP.

13. UNFICYP continued its close cooperation with the United Nations Development Programme (UNDP) and the European Union in the framework of demining and other activities, including bicommunal and humanitarian activities, civil society group events and joint infrastructure projects on the island. In addition, UNFICYP continued to provide support to the Committee on Missing Persons.

E. Results-based-budgeting frameworks

Component 1: political and civil affairs

14. Pursuant to its mandate, UNFICYP continued to facilitate the activities of the Force to assist in the resolution of issues in various fields between the two communities, promote increased dialogue and cooperation between them through bicommunal activities and support the opening of crossing points and other confidence-building measures, such as demining and military deconfrontation. The Force continued to contribute to the normalization of living conditions in the buffer zone, take effective measures against unauthorized use of the buffer zone and provide humanitarian assistance to members of both communities, as and when required. In addition, UNFICYP assisted the Deputy Special Adviser of the Secretary-General in supporting the full-fledged negotiations between the Greek Cypriot and Turkish Cypriot leaders. The Force also provided substantive assistance to the Secretary-General's good offices mission led by the Special Adviser of the Secretary-General on Cyprus, including through the facilitation of the meetings of the bicommunal technical committees and working groups. In addition, the public information component of UNFICYP continued to assist the Secretary-General's good offices mission through the production of press releases on behalf of the technical committees, the organization of media events in support of the work of the good offices mission, maintenance of the website of the good offices mission and the production of transcripts of press encounters with the Special Adviser.

Expected accomplishment 1.1: improved relations between Greek Cypriot and Turkish Cypriot communities

Planned indicators of achievement	*Actual indicators of achievement*
Increase in the number of crossing points between the north and the south of the buffer zone (2007/08: 6; 2008/09: 8; 2009/10: 9)	A total of seven crossing points, including the Limnitis/Yeşilırmak crossing point, which was under preparation during the reporting period and officially opened in the 2010/11 period
Increase in the number of bicommunal contacts (2007/08: 155; 2008/09: 160; 2009/10: 170)	Achieved; 198 bicommunal events in 2009/10, involving the participation of 8,755 individuals from both sides, compared with 165 bicommunal events in the 2008/09 period
Increase in the number of joint projects agreed in the technical committees and implemented by the two sides (2007/08: 0; 2008/09: 6; 2009/10: 10)	Only one joint project had been agreed owing to the slower pace of work of the technical committees during the reporting period

All incidents related to farming, construction, provision of utilities, traffic and display of national flags in the mixed village of Pyla are resolved immediately at the local level before they escalate to a political level	A total of 124 issues during the reporting period, comprising 123 issues that were dealt with before they escalated into incidents and one incident relating to unauthorized works in Pyla that was unresolved at the local level
Increase in the bicommunal activities in the mixed village of Pyla (2007/08: 5; 2008/09: 5; 2009/10: 15)	Two bicommunal events, with the participation of 890 individuals
Increased public awareness of the Force's profile and its role in creating conditions to promote the political process through a full range of communications products	Achieved; daily liaison with local and international media regarding the activities of UNFICYP and the peace process (an average of 30 per day for 240 days), coordination of media coverage of the activities of UNFICYP and the good offices mission, press visits and the accompanying of media teams in the buffer zone (average of 10 per month) and the commissioning of video footage on UNFICYP

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Weekly, and as required, facilitation and provision of continuous contact at the highest level with key players on both sides on various matters of contention between the sides	Yes	Through 35 meetings at an informal level
Negotiation, mediation and provision of good offices to both sides on confidence-building initiatives	Yes	Through the ongoing provision of good offices to both sides aimed at the resolution of daily issues and the pursuit of confidence-building measures
Facilitation of the negotiation process under the auspices of the Secretary-General's good offices	Yes	Through 39 meetings between the leaders, 30 meetings between the representatives of the leaders, 18 separate meetings with the representatives and 65 meetings at various political levels
Facilitation of the administrative and logistical functions of the technical committees and working groups	Yes	Facilitation of 20 meetings of the technical committees and at the expert level of the working groups
Provision of assistance for the implementation of decisions of the technical committees and working groups	No	The non-completion of the output resulted from the fact that assistance was provided through the Secretary-General's good offices mission
Daily liaison with relevant authorities on both sides of the buffer zone, with a view to facilitating contacts regarding farming, construction, security and policing	Yes	In connection with the processing, approval and issuance of 386 farming, 1,024 job and 356 access permits in the buffer zone

Daily liaison with guarantor Powers and other Member States on the implementation of the Force's mandate	Yes	Through 950 contacts with representatives of the five permanent members of the Security Council, guarantor Powers and other concerned Member States
Daily liaison with the Committee on Missing Persons on the identification and return of the remains of the missing persons	Yes	Through 30 contacts with the third member of the Committee on Missing Persons
Implementation of a new public information and communications strategy as part of broader efforts to improve relations between the communities and to promote the role of civil society, including 260 press cables, 64 situation/media summaries, 4,600 media monitoring translations, 1,000 briefings, a new media kit, a package of "b-roll" video footage and one publication on the work of UNFICYP with civil society in both communities	277	Press cables/media monitoring reports
	64	Situation/media summaries
	5,000	Translations of media articles from Greek and Turkish newspapers
	1,000	Briefings/contacts/correspondence with media
	55	Media events (including on the good offices mission)
		In addition:
		Support of the Secretary-General's visit to Cyprus, including media encounters, media monitoring, transcripts and general support to the visiting delegation
	12	Advisories/announcements to raise awareness of the work of the Force and on environmental issues, hunting in the buffer zone, the Committee on Missing Persons, HIV/AIDS, gender issues and demining and mine safety
	5	Art exhibitions at UNFICYP headquarters and the good offices mission, promoting the work of Greek Cypriot and Turkish Cypriot artists
	2	Photographic exhibitions on the work of UNFICYP and peacekeeping at Force headquarters and in the buffer zone
	1	Outreach event, the International Day of Peace candlelight vigil at the Ledra Palace Hotel

	1	Pre-production of a video clip on UNFICYP
	6	Issues of *The Blue Beret* magazine on the activities of the good offices mission, environmental issues, activities in the buffer zone, the Committee on Missing Persons, HIV/AIDS issues, gender-related issues, demining and mine safety issues
Utilization of the full potential of the new UNFICYP website with added audio-visual capability	Yes	Resulting in 50,279 visits from 169 countries/territories to the UNFICYP website

Expected accomplishment 1.2: progress towards normal living conditions in the United Nations buffer zone and for Greek Cypriots and Maronites in the north and Turkish Cypriots in the south

Planned indicators of achievement	*Actual indicators of achievement*
Decrease in unauthorized commercial and residential construction outside of civil use areas in the buffer zone (2007/08: 2; 2008/09: 3; 2009/10: 0)	Six unauthorized attempts at commercial and residential construction reported, of which four commercial and residential construction projects were subsequently approved and two remain unauthorized
All complaints received from the recipients of humanitarian assistance on both sides are resolved	Achieved; no complaints received on the role of UNFICYP in supporting the delivery of humanitarian assistance to the Greek Cypriots and Maronites in the north and the Turkish Cypriots in the south

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Daily intercession with the authorities on the resolution of educational, cultural, religious and other issues of the communities on both sides	Yes	In connection with 33 requests received for the holding of religious and commemorative events, of which 24 were authorized, and attended by more than 5,000 people
Daily meetings with local authorities in compliance with UNFICYP requirements on the civil use of the buffer zone	355	Meetings with local authorities on the basis of the continued implementation of the modalities for use of the buffer zone agreed with the Government in February 2008
Weekly humanitarian visits to Greek Cypriots in the Karpas area and to Maronites in the north	127	Humanitarian visits (resupply, home visits and delivery of Government financial assistance), comprising 101 visits (including 12 money runs, 51 resupply visits and 38 home visits) to Greek Cypriots in the Karpas area and 26 resupply visits to Maronites in the north

Weekly humanitarian meetings with Turkish Cypriots in the south to assist in obtaining identity documents, housing, welfare services, medical care, employment and education, as well as the facilitation of bicommunal activities	30	Meetings with the Turkish Cypriots in the south The lower output was attributable to the shift from weekly meetings for support to individuals to more systematic support to groups
Monthly humanitarian visits to Turkish Cypriots in Paphos	19	Visits
Provision of legal advice to both parties on issues related to the implementation of the mandate and the European Union Community *acquis*	Yes	Through legal advice/opinions on 21 occasions on issues related to the implementation of the UNFICYP mandate in the buffer zone and surrounding areas

Component 2: military

15. In accordance with the mandate of UNFICYP, the military component focused its activities on maintaining stability on the ground and contributing to the efforts of UNFICYP to create conditions conducive to the ongoing political process. The military component, in conjunction with the other components of UNFICYP, continued to focus on the maintenance of the ceasefire and the integrity of the United Nations buffer zone through the implementation of the mobile patrolling concept and the support of confidence-building measures aimed at the reduction in tension between the opposing forces and the equitable application of the rules governing access to and use of the buffer zone. In addition, the military component supported demining activities and, wherever feasible, other United Nations agencies operating in Cyprus involved in confidence-building activities between the two communities.

Expected accomplishment 2.1: maintenance of the ceasefire and the integrity of the United Nations buffer zone

Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the number of ceasefire violations (2007/08: 919; 2008/09: 760; 2009/10: 740)	946 ceasefire violations occurred in the 2009/10 period, compared with 778 violations in the 2008/09 period
Reduction in the presence of the opposing forces along the buffer zone (2007/08: 2,372; 2008/09: 2,350; 2009/10: 2,250)	2,321 personnel from opposing forces, compared with 2,372 personnel in the 2008/09 period
Increase in the number of authorized civilian activities within the buffer zone (2007/08: 1,445; 2008/09: 1,590; 2009/10: 1,735)	Achieved; 1,766 civilian activities authorized

Planned outputs	*Completed (number or yes/no)*	*Remarks*
74,874 mobile troop patrol days, comprising 73,730 troop patrol days (2 troops per patrol x 101 patrols per day x 365 days); 1,040 troop patrol days jointly with United Nations police (2 troops per patrol x 10 patrols per week x 52 weeks); and 104 troop patrol days jointly with the Sector Civil Affairs Team (1 troop per patrol x 2 patrols per week x 52 weeks)	74,196	Mobile troop patrol days, comprising 65,700 troop patrol days (2 troops per patrol x 90 patrols per day x 365 days); 1,040 patrol days jointly with United Nations police (2 troops per patrol x 10 patrols per week x 52 weeks); 156 troop patrol days jointly with the Sector Civil Affairs Team (1 troop per patrol x 3 patrols per week x 52 weeks); 7,300 United Nations Protected Area patrol days (2 troops per patrol x 10 patrols per day x 365 days)
5,630 military observer and liaison group mobile patrol days, comprising 730 patrol days in sector 1 (2 troops per patrol x 365 days); 4,380 patrol days in sector 2 (3 troops per patrol x 4 patrols per day x 365 days); and 520 patrol days in sector 4 (2 troops per patrol x 5 patrols per week x 52 weeks)	5,616	Military observer and liaison group mobile patrol days, comprising 1,040 patrol days in sector 1 (2 troops per patrol x 10 patrols per week x 52 weeks); 1,456 patrol days in sector 2 (2 troops per patrol x 14 patrols per week x 52 weeks); and 3,120 patrol days in sector 4 (2 troops per patrol x 30 patrols per week x 52 weeks)
16,790 camp and base duty troop days in 6 camp areas, comprising 3,650 troop days in Camp Saint Martin and Wolseley Barracks (5 troops per post x 2 posts x 365 days); 1,460 troop days in Roca Camp (4 troops per post x 1 post x 365 days); 5,110 troop days in Camp General Stefanik (14 troops per post x 1 post x 365 days); 730 troop days in Camp Szent István (2 troops per post x 1 post x 365 days); and 5,840 troop days in the United Nations Protected Area (16 troops per post x 1 post x 365 days)	16,425	Camp and base duty troop days in 6 camp areas, comprising 2,190 troop days in Camp Saint Martin (6 troops per post x 1 post x 365 days); 2,190 troop days in Wolseley Barracks (6 troops per post x 1 post x 365 days); 1,825 troop days in Roca Camp (5 troops per post x 1 post x 365 days); 5,110 troop days in Camp General Stefanik (14 troops per post x 1 post x 365 days); 1,460 troop days in Camp Szent István (4 troops per post x 1 post x 365 days); and 3,650 troop days in the United Nations Protected Area (10 troops per post x 1 post x 365 days)
9,855 permanent observation post troop days (1 soldier per post x 9 posts x 3 shifts x 365 days)	9,855	Permanent observation post troop days (1 soldier per post x 9 posts x 3 shifts x 365 days)
365 daylight observation post troop days (1 soldier per post x 365 days)	365	Daylight observation post troop days (1 soldier per post x 365 days)

17,520 troop days to maintain security of United Nations installations in 6 camp areas, comprising 1,460 troop days in Camp Saint Martin and Roca Camp (2 troops per post x 2 posts x 365 days); 2,920 troop days in Wolseley Barracks (8 troops per post x 1 post x 365 days); 2,190 troop days in Camp General Stefanik and Camp Szent István (3 troops per post x 2 posts x 365 days); and 10,950 troop days in the United Nations Protected Area (10 troops per post x 3 shifts x 365 days)	17,520	Troop days, comprising 730 troop days in Camp Saint Martin (2 troops per post x 1 post x 365 days); 730 troop days in Roca Camp (2 troops per post x 1 post x 365 days); 2,920 troop days in Wolseley Barracks (8 troops per post x 1 post x 365 days); 1,095 troop days in Camp General Stefanik (3 troops per post x 1 post x 365 days); 1,095 troop days in Camp Szent István (3 troops per post x 1 post x 365 days); and 10,950 troop days in the United Nations Protected Area (10 troops per post x 3 shifts x 365 days)
1,320 air support and patrol hours covering the full length of the buffer zone	1,184	Air support and patrol hours The lower output was attributable to technical issues with the helicopters and downtime resulting from regular inspections of the aircraft
6,360 daily liaison meetings with opposing forces at all levels on buffer zone-related issues, comprising 520 meetings at UNFICYP headquarters (2 meetings x 5 days per week x 52 weeks) and 5,840 meetings at the sector level (16 meetings x 365 days)	6,360	Daily liaison meetings, comprising 520 meetings at UNFICYP headquarters level (2 meetings x 5 days per week x 52 weeks) and 5,840 meetings at the sector level (16 meetings x 365 days)
53,290 troop platoon-size quick-reaction reserve days (25 troops per platoon x 3 platoons x 365 days with 2 hours' notice to move; 26 troops per platoon x 2 platoons x 365 days with 2 hours' notice to move; 3 troops x 2 sections x 365 days; 3 troops x 1 helicopter x 365 days with 45 minutes' notice to move; 2 Force military police per patrol x 5 patrols x 365 days)	53,290	Troop platoon-size quick-reaction reserve days, comprising 27,375 troop platoon-size quick-reaction reserve days (25 troops per platoon x 3 platoons x 365 days with 2 hours' notice to move); 18,980 troop platoon-size quick-reaction reserve days (26 troops per platoon x 2 platoons x 365 days with 2 hours' notice to move); 2,190 troop platoon-size quick-reaction reserve days (3 troops x 2 sections x 365 days); 1,095 troop platoon-size quick-reaction reserve days (3 troops x 1 helicopter x 365 days with 45 minutes' notice to move); and 3,650 troop platoon-size quick-reaction reserve days (2 military police patrols x 5 patrols x 365 days)
Daily monitoring of the buffer zone (by closed-circuit television systems, target location systems, global positioning system and night observation capability)	Yes	Through six closed-circuit television cameras

1,500 troop support days (25 troops x 5 days x 12 events) to United Nations agencies, funds and programmes and other actors engaged in confidence-building, reconciliation and humanitarian matters	1,695	Troop support days, comprising 1,000 troop support days for meetings of the two leaders (25 troops/event x 40 meetings); 175 troop support days for UNFICYP events (25 troops/event x 7 days); and 520 troop support days for the Pope's visit (130 troops x 4 days)
Maintenance of 9 km of minefield fencing and the removal of up to 3 km of fencing once the minefields are cleared	1	Kilometre of minefield fencing removed The lower output resulted from the pending clearance of one minefield
200 demining assistance troop days for the safety of third-party demining teams and for the provision of security and liaison assistance (4 troops x 50 days)	58	Demining assistance troop days, comprising 48 troop days for the provision of security at the central demolition site (6 troops x 8 days) and 10 troop days for liaison assistance (5 troops x 2 days)

Component 3: United Nations police

16. In line with the mandate of UNFICYP, the police component focused its activities on contributing to the Force's efforts to promote trust between the two communities, in particular within the framework on the civilian use of the buffer zone. In support of this objective, the police component continued to develop policing strategies and strengthen its support to the other components of UNFICYP by enhancing its patrolling capabilities based on contemporary policing methodologies. The component continued to build on its existing relationships with police authorities from both sides, game wardens from the Republic of Cyprus, environmental offices of United Nations entities in Cyprus and non-governmental organizations from both sides to develop anti-crime strategies and, where necessary, facilitate the investigation of crimes committed in the buffer zone. United Nations police continued to explore ways to promote cooperation between police authorities from both sides regarding the criminal activities that affect the two communities.

Expected accomplishment 3.1: enhanced law enforcement in the United Nations buffer zone

Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the number of incidents related to violations of law and order in the buffer zone and in proximity to the crossing points (2007/08: 235; 2008/09: 90; 2009/10: 80)	226 incidents in 2009/10, compared with 436 incidents in the 2008/09 period, owing to increased activity in the buffer zone and improved patrol coordination and detection by United Nations police

Cumulative increase in the number of people crossing from both sides without incident of violations (2006/07: 13 million; 2007/08: 15.8 million; 2008/09: 20.7 million; 2009/10: 21 million)	19.5 million people (excluding figures from Pergamos and Ayios Nikolaos crossing points)

Planned outputs	*Completed (number or yes/no)*	*Remarks*
5,840 United Nations police patrol days (2 officers at 8 police stations, 365 days a year)	10,341	United Nations police patrol days, including 1,793 patrol days to monitor crossing points (on average, 2 officers x 1.77 patrols per day x 8 police stations x 365 days) The higher output resulted from an increased incidence of illegal activities (dumping, hunting, theft) in the buffer zone
3,900 United Nations police days of humanitarian assistance to Greek Cypriots and Maronites in the north, Turkish Cypriots in the south and both communities in the buffer zone (15 police officers x 5 days per week x 52 weeks)	3,900	United Nations police days
52 United Nations police days for weekly collection of crossing-point figures	52	United Nations police days
96 person-days of technical assistance on the facilitation and chairing of the meetings of the technical committee on crime criminal matters (one senior officer x 2 per week x 48 weeks)	42	Person-days The lower output reflects actual requirements for technical assistance

Component 4: support

17. During the reporting period, the support component of UNFICYP provided effective and efficient logistical, administrative and security services to an average of 853 military contingent personnel, 69 United Nations police officers and an average civilian staffing establishment of 38 international staff and 110 national staff. The range of support comprised of all support services, including personnel administration, financial services, health care, the upgrading of troop accommodation facilities, information technology and communications, air and surface transportation, travel and rotation of troops and United Nations police, supply and resupply operations and the provision of security services Force-wide.

Expected accomplishment 4.1: efficient and effective logistical, administrative and security support to the mission

Planned indicators of achievement	*Actual indicators of achievement*
Inventory value of assets awaiting write-off or disposal as at 30 June 2010 does not exceed 2.5 per cent of total inventory value of assets	Achieved; inventory value of assets awaiting write-off or disposal was 1.48 per cent of total inventory value of assets as at 30 June 2010
Total value of assets not located during physical verification does not exceed 10 per cent of the total inventory value of assets	Achieved; total value of assets not located was 0.49 per cent of total inventory value of assets as at 30 June 2010
Reduction in the number of traffic accidents involving UNFICYP vehicles (2007/08: 6 per month; 2008/09: 6 per month; 2009/10: 5 per month)	Average of 6 traffic accidents per month, which is identical to the average in 2008/09
Reduction by 2 per cent of the value of stock holdings for stationery, sanitation supplies and miscellaneous electrical equipment (2008/09: $51,000; 2009/10: $49,980)	The previous arrangement of acquiring sanitation and stationery supplies, as and when required, through just-in-time contracts was replaced by bulk acquisitions through systems contracts
Reduction in the number of servers through the implementation of virtualization technology (2007/08: 22; 2008/09: 17; 2009/10: 16)	Achieved; the number of servers was reduced from 17 in 2008/09 to 16 in 2009/10

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Service improvements		
Non-contentious local property survey board write-off cases reviewed by the Board within two weeks of receipt and processed within ten days	Yes	Non-contentious write-off cases reviewed within an average of 11 days of receipt and processed within 8 days
Galileo asset management system kept current through the timely updating by self-accounting units as regards the location of assets	Yes	Galileo asset management system updated on a continual basis
New leased-line connection to the United Nations Logistics Base (UNLB) in Brindisi will provide a secure, high-bandwidth and reliable route to UNLB and United Nations Headquarters for all information technology services hosted in those locations	Yes	The 10-megabits-per-second leased-line connection to UNLB was fully operational and reliable

Implementation of an ongoing road safety programme and driver testing for United Nations personnel	Yes	Through 2 biannual vehicle safety checks on all vehicles; induction training on road safety and the conduct of a strict driving assessment for all new arrivals; driving skills competitions and off-road training at the sector level; and conduct of island-wide speed and vehicle checks
Military, police and civilian personnel		
Emplacement, rotation and repatriation of 860 contingent troops and 69 United Nations police officers	853	Troops (average strength)
	69	United Nations police officers (average strength)
Verification, inspection and monitoring of contingent-owned equipment and self-sustainment in respect of 860 military contingent personnel and issuance of verification reports	Yes	Through the conduct of monthly routine verifications, the quarterly submission of verification reports to United Nations Headquarters and the conduct of two major inspections
Administration of 157 staff, comprising 41 international staff and 116 national staff	38	International staff (average strength)
	110	National staff (average strength)
Supply and storage of rations at 6 military positions for 812 military personnel (excluding 48 staff officers)	Yes	For an average of 812 military personnel (excluding staff officers) at 6 locations
Implementation of a conduct and discipline programme for all military, police and civilian personnel, including training, prevention, monitoring and recommendations on remedial action where misconduct has occurred	Yes	Through 20 training sessions for a total of 1,186 UNFICYP personnel
Facilities and infrastructure		
Maintenance, repair and servicing of office and accommodation facilities for 929 military and police personnel in accordance with the United Nations standard scale of accommodation	Yes	Through the processing of a total of 2,597 requests
Maintenance of 11 level-1 observation posts, 9 level-2 observation posts and demolition and clearance of 13 observation posts along the buffer zone	Yes	For 11 level-1 observation posts and 9 level-2 observation posts The clearance of 13 observation posts along the buffer zone did not take place owing to the possibility of a change in the mandate of the Force and the sensitivity of clearing observation posts during the talks
Maintenance and repair of up to 78 km of patrol tracks	94	Kilometres of patrol tracks
Operation and maintenance of 86 generators	88	Generators

Maintenance of 24 helipads, including the refurbishment of 3 helipads for day/night-time operations in accordance with International Civil Aviation Organization standards	23	Helipads, comprising 21 that are fully operational and 2 that are used for emergency daytime operations; 1 helipad was temporarily closed
Ground transportation		
Maintenance and operation of 345 vehicles, including 9 armoured vehicles (103 United Nations-owned, 39 contingent-owned and 203 rented vehicles)	342	Vehicles, comprising 101 United Nations-owned, 39 contingent-owned and 202 rented vehicles
Air transportation		
Operation and maintenance of 3 helicopters (including 1 provided at no cost as reserve to replace either of the 2 helicopters during maintenance and other periods of downtime)	3	Helicopters (including 1 helicopter provided by a contingent at no extra cost as a replacement for one of the other two helicopters during maintenance)
Supply of 240,000 litres of aviation fuel for air operations	244,593	Litres of aviation fuel
Communications		
Support and maintenance of communications network consisting of 3 satellite Earth stations, 14 private automatic branch exchange (PABX) telephone systems, 29 repeaters, 335 mobile radios, 315 handheld radios, 11 wideband digital microwave links and 15 narrowband digital microwave links	3	Satellite Earth stations
	13	PABX telephone exchange systems
	21	Ultra-high frequency repeaters
	364	Mobile radios
	310	Handheld radios
	24	Wideband digital microwave links
		The higher number resulted from operational requirements that necessitated the upgrade of seven narrowband digital microwave links to wideband links and the establishment of 6 additional wideband links
	8	Narrowband digital microwave links
		The lower number resulted from the upgrade of 7 narrowband digital microwave links to wideband links, owing to operational requirements

Information technology

Support and maintenance of information technology network consisting of one local area network (LAN) at UNFICYP headquarters and 6 wide area networks (WANs), 372 desktop computers, 45 laptop computers, 119 printers (including 61 network printers) and 16 servers	1	LAN
	4	WANs
	377	Desktop computers
	45	Laptop computers
	119	Printers (including 61 network printers)
	16	Servers
Support and maintenance of all mission-critical software applications	Yes	

Medical

Operation, maintenance and management of 6 level-I medical facilities (1 contingent-owned hospital, in two locations and 4 United Nations-owned medical facilities)	6	Level-I medical facilities
Operation and maintenance of voluntary confidential HIV-counselling and testing facilities for all mission personnel	No	The non-completion of the output resulted from the lack of trained counsellors within the Force
HIV-sensitization programme, including peer education, for all mission personnel	Yes	Through sensitization programmes and induction training for 776 military personnel, 11 civilian staff and 70 United Nations police; refresher training for 75 civilian personnel; two peer education training sessions on HIV/AIDS; and the organization of a World AIDS Day event
Maintenance and enhancement of contractual agreements with hospitals and clinics on both sides of the island on the provision of specific medical services for UNFICYP troops	Yes	Through contractual agreements with 4 level-II, 1 level-III and 2 Level-IV medical facilities and 2 pharmacies

Security

Submission of security incident reports, as incidents occur, and of quarterly reports and returns, including quarterly incident reports, staff lists and briefing notes, as required, to the Department of Safety and Security	4	Quarterly staff lists
	4	Quarterly briefing notes
	4	Quarterly demobilization and reintegration office tracking matrices
	3	Security incident reports
	2	Reports of death

Biannual update of country-specific security plan, security risk assessments and minimum operating security standards	Yes	On security plan and security risk assessment
Management, monitoring and supervision of 3 access-control systems at all UNFICYP sites	Yes	For 3 access-control systems
Conduct of 2 information sessions, annual warden training and tabletop exercise on reception/relocation of other United Nations missions and country teams to Cyprus	Yes	Through warden training and crisis management team training
Investigation of security incidents and provision of advice to mission personnel and their dependants and to the personnel of 5 United Nations agencies; provision of security advice and coordination and issuance of identification cards for all United Nations agencies operating in Cyprus	Yes	Through the weekly production and distribution of security and crime summaries to other United Nations entities; a total of 10 reports on missing United Nations equipment

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2009 to 30 June 2010.)

Category	Apportionment (1)	Expenditure (2)	Variance Amount (3) = (1) - (2)	Variance Percentage (4) = (3) ÷ (1)
Military and police personnel				
Military observers	—	—	—	—
Military contingents	20 927.1	19 622.7	1 304.4	6.2
United Nations police	2 916.4	2 864.6	51.8	1.8
Formed police units	—	—	—	—
Subtotal	**23 843.5**	**22 487.3**	**1 356.2**	**5.7**
Civilian personnel				
International staff	6 588.0	6 715.5	(127.5)	(1.9)
National staff	7 662.2	8 503.1	(840.9)	(11.0)
United Nations Volunteers	—	—	—	—
General temporary assistance	192.0	117.1	74.9	39.0
Subtotal	**14 442.2**	**15 335.7**	**(893.5)**	**(6.2)**
Operational costs				
Government-provided personnel	—	—	—	—
Civilian electoral observers	—	—	—	—
Consultants	—	—	—	—
Official travel	506.8	238.7	268.1	52.9
Facilities and infrastructure	7 713.9	7 345.4	368.5	4.8
Ground transportation	3 530.1	3 536.4	(6.3)	(0.2)
Air transportation	1 547.4	1 428.0	119.4	7.7
Naval transportation	—	—	—	—
Communications	978.6	786.9	191.7	19.6
Information technology	839.1	859.1	(20.0)	(2.4)
Medical	401.3	313.7	87.6	21.8
Special equipment	9.6	0.5	9.1	94.8
Other supplies, services and equipment	600.2	967.0	(366.8)	(61.1)
Quick-impact projects	—	—	—	—
Subtotal	**16 127.0**	**15 475.7**	**651.3**	**4.0**
Gross requirements	**54 412.7**	**53 298.7**	**1 114.0**	**2.0**
Staff assessment income	2 271.7	2 527.3	(255.6)	(11.3)
Net requirements	**52 141.0**	**50 771.4**	**1 369.6**	**2.6**
Voluntary contributions in kind (budgeted)[a]	1 484.3	1 327.7	156.6	10.5
Total requirements	**55 897.0**	**54 626.4**	**1 270.6**	**2.3**

[a] Includes $1,327,700 from the Government of Cyprus for maintenance/repair services, maintenance supplies for UNFICYP facilities and rations for United Nations police.

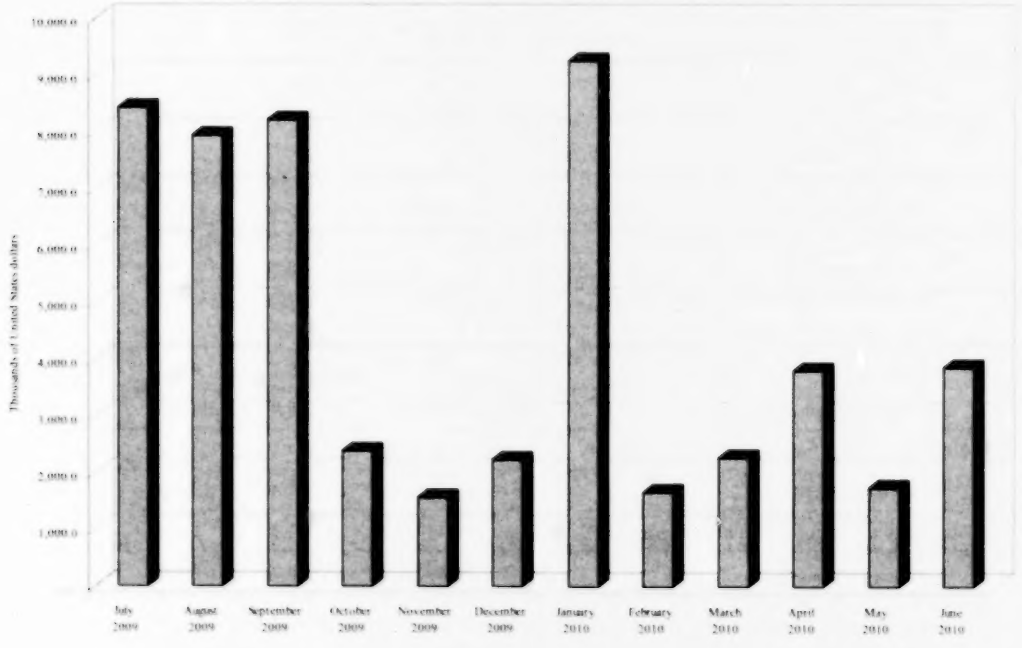
B. Summary information on redeployments across groups

(Thousands of United States dollars)

Group	*Appropriation*		
	Original distribution	*Redeployment*	*Revised distribution*
I. Military and police personnel	23 843.5	(1 313.0)	22 530.5
II. Civilian personnel	14 442.2	1 175.0	15 617.2
III. Operational costs	16 127.0	138.0	16 265.0
Total	**54 412.7**	—	**54 412.7**
Percentage of redeployment to total appropriation			**2.0**

18. The redeployment of funds was attributable primarily to additional requirements for civilian personnel resulting from the lower actual vacancy rate of 3 per cent for international staff, compared with the budgeted vacancy rate of 5 per cent, and the impact of the revision of national salary scales effective 1 September 2009 and fluctuations in the exchange rate between the euro and the United States dollar on national staff costs. Increased requirements for operational costs were attributable primarily to the recording of losses on exchange. Reduced requirements under military and police personnel resulted from lower actual costs for the rotation of military contingent personnel and United Nations police officers.

C. Monthly expenditure pattern



19. Higher expenditures from July to September 2009 and in January 2010 were attributable to obligations raised for reimbursements to troop-contributing Governments for troop costs, contingent-owned equipment and self-sustainment.

D. Other income and adjustments

(Thousands of United States dollars)

Category	*Amount*
Interest income	321.8
Other/miscellaneous income	108.9
Prior-period adjustments	(18.9)
Cancellation of prior-period obligations	962.5
Total	**1 374.3**

E. Expenditure for contingent-owned equipment: major equipment and self-sustainment

(Thousands of United States dollars)

Category	*Expenditure*
Major equipment	
Military contingents	1 217.1
Self-sustainment	
Facilities and infrastructure	165.4
Total	**1 382.5**

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area	—	—	—
B. Applicable to home country			
Incremental transportation factor	0.25-3.75		

F. Value of non-budgeted contributions

(Thousands of United States dollars)

Category	*Actual value*
Status-of-forces agreement[a]	221.6
Voluntary contributions in kind (non-budgeted)	—
Total	**221.6**

[a] Inclusive of market value, as estimated by UNFICYP, of the cost of United Nations observation posts and office accommodation facilities provided by the Government of Cyprus to the Force for military contingents and United Nations police.

IV. Analysis of variances[1]

	Variance	
Military contingents	$1 304.4	6.2%

20. The unutilized balance was attributable primarily to: (a) lower actual costs of commercial and charter flights for the rotation of contingent personnel; and (b) reduced requirements for rations, owing to stricter controls in the distribution system and a discount from the vendor in accordance with the terms of the contract. The variance was offset in part by additional requirements for recreational leave allowances, owing to the increase in the duration of leave from 7 days to 15 days for every six-month period of service, pursuant to General Assembly resolution 63/285. The variance was also offset in part by additional requirements for mission subsistence allowances, owing to fluctuations in the exchange rate between the euro and the United States dollar (average rate of €0.722 per United States dollar against the budgeted rate of €0.773 per United States dollar).

	Variance	
International staff	($127.5)	(1.9%)

21. The additional requirements resulted primarily from higher actual staff costs compared with the average salaries and related costs derived from the 2007/08 period and from the lower actual vacancy rate of 2.6 per cent, compared with the budgeted vacancy factor of 5 per cent.

	Variance	
National staff	($840.9)	(11.0%)

22. The additional requirements were attributable primarily to the revision of the salary scales for national staff with effect from 1 September 2009 and to fluctuations in the exchange rate between the euro and the United States dollar.

	Variance	
General temporary assistance	$74.9	39.0%

23. The unspent balance resulted primarily from reduced requirements for individual contractors as temporary replacements for staff members on maternity or extended sick leave.

	Variance	
Official travel	$268.1	52.9%

24. The unspent balance was attributable primarily to the cancellation of some conferences and the reprioritization of resources to meet more critical operational requirements, which resulted in the deferment or cancellation of some planned training and non-training travel.

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

	Variance	
Facilities and infrastructure	$368.5	4.8%

25. The unspent balance was attributable mainly to: (a) the reprioritization of resources to meet more critical operational requirements, which resulted in the acquisition of fewer generators and accommodation equipment and reduced requirements for alteration and renovation services, owing to the deferment of some projects; and (b) reduced requirements for maintenance supplies for roadworks, the maintenance of patrol tracks, the upgrade of Force shelters and other minor renovations at UNFICYP premises. The variance was offset in part by increased requirements for utilities resulting from higher consumption, fluctuations in the exchange rate between the euro and the United States dollar and additional requirements for maintenance services resulting from higher costs of services based on the renewal of contracts.

	Variance	
Air transportation	$119.4	7.7%

26. The unspent balance was attributable primarily to the lower number of flight hours (1,184 actual flight hours compared with 1,320 planned flight hours). The variance was offset in part by additional requirements for petrol, oil and lubricants, owing to the higher cost of fuel ($0.641 per litre compared with the budgeted rate of $0.489 per litre) and fluctuations in the exchange rate between the euro and the United States dollar.

	Variance	
Communications	$191.7	19.6%

27. The unutilized balance resulted mainly from reduced requirements for transponder charges and other commercial communications.

	Variance	
Medical	$87.6	21.8%

28. The unspent balance was attributable mainly to reduced requirements for medical supplies.

	Variance	
Special equipment	$9.1	94.8%

29. The unspent balance was attributable primarily to the non-implementation of the planned acquisition of observation equipment, owing to the reprioritization of resources for more critical operational requirements.

	Variance	
Other supplies, services and equipment	($366.8)	(61.1%)

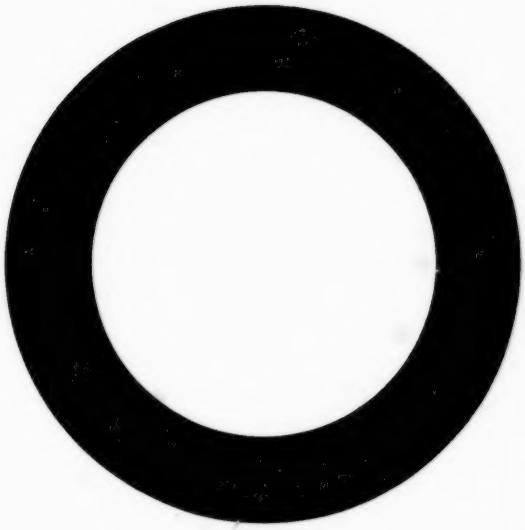
30. The additional requirements were attributable primarily to the recording of losses on exchange, resulting from fluctuations in the exchange rate between the United States dollar and other currencies.

V. Actions to be taken by the General Assembly

31. **The actions to be taken by the General Assembly in connection with the financing of UNFICYP are:**

(a) **To decide on the treatment of the unencumbered balance of $1,114,000 with respect to the period from 1 July 2009 to 30 June 2010;**

(b) **To decide on the treatment of other income for the period ended 30 June 2010 amounting to $1,374,300 from interest income ($321,800), other/miscellaneous income ($108,900) and cancellation of prior-period obligations ($962,500), offset by prior-period adjustments ($18,900).**



United Nations A/65/626

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Agenda items 129 and 116

Programme budget for the biennium 2010-2011

Follow-up to the commemoration of the two-hundredth anniversary of the abolition of the transatlantic slave trade

Permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade

Programme budget implications of draft resolution A/65/L.36

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the statement submitted by the Secretary-General (A/C.5/65/11 and Corr.1), in accordance with rule 153 of the rules of procedure of the General Assembly, on the programme budget implications of draft resolution A/65/L.36 on the permanent memorial to and remembrance of the victims of slavery and the transatlantic slave trade.

2. As indicated in paragraph 1 of the statement of the Secretary-General, the General Assembly, under the terms of paragraph 6 of its resolution A/65/L.36, would decide to request the Secretary-General to organize a series of activities annually to commemorate the International Day of Remembrance of the Victims of Slavery and the Transatlantic Slave Trade, including a commemorative session of the Assembly at United Nations Headquarters and, as appropriate, activities through the network of United Nations information centres. In addition, under the terms of paragraph 7 of the resolution, the Assembly would request the Department of Public Information, in cooperation with the countries concerned and with relevant organizations and bodies of the United Nations system, to continue to take appropriate steps to enhance world public awareness of the commemorative activities and the permanent memorial initiative, and to facilitate efforts to erect the permanent memorial at United Nations Headquarters.

3. As far as erecting a permanent memorial at United Nations Headquarters is concerned, the Secretary-General indicates his understanding that, on the basis of paragraphs 3 and 4 of the draft resolution, the request would be undertaken only

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when sufficient extrabudgetary funding has been received and that the associated long-term maintenance costs would also be borne by voluntary contributions (see A/C.5/65/11, para. 2).

4. The Advisory Committee notes that the activities referred to in paragraphs 6 and 7 of the draft resolution relate to subprogramme 3, Outreach and knowledge-sharing services, of programme 23, Public information, of the strategic framework for the period 2010-2011 (A/63/6/Rev.1) and to section 27, Public information, of the programme budget for the biennium 2010-2011. Should the draft resolution be adopted, the Department of Public Information would organize a series of activities annually, described in paragraph 5 of the statement (A/C.5/65/11), to commemorate the International Day of Remembrance, including a commemorative session of the General Assembly at United Nations Headquarters and, as appropriate, other activities through the network of United Nations information centres, including an exhibit on a related theme, film screenings, a student videoconference with participation around the world, a cultural event or concert, a panel discussion with prominent speakers and experts in the field and educational outreach through posters, postcards, banners, T-shirts and promotional videos and DVDs.

5. The implementation of the various activities to be undertaken pursuant to draft resolution A/65/L.36 would require additional resources in the total amount of $251,500 for the biennium 2010-2011. The requirements would involve additional public information resources of $239,400 under section 27, Public information, of the programme budget for the biennium 2010-2011, including general temporary assistance of one Professional and one General Service staff for five months ($72,900); contractual services relating to a cultural event or concert ($20,600), technical requirements for a student videoconference, a teachers' conference ($18,000) and film screenings ($1,500); travel expenses of panellists for a panel discussion by non-governmental organizations; education outreach resources ($15,000); and additional requirements of $12,100 under section 36, Staff assessment, of the programme budget for the biennium 2010-2011.

6. The Advisory Committee was informed that the costing took into account current staffing and non-staffing capacity in the Department of Public Information, as well as existing activities that already incorporate the theme, which are described in paragraph 9 of the statement (A/C.5/65/11). However, the expansion of the scope of the activities that would be carried out pursuant to the adoption of the draft resolution would require the additional resources. In addition, owing to the recurrent nature of the commemorative events, should the General Assembly adopt the draft resolution the resources for the biennium 2012-2013 and thereafter are estimated at $503,000 gross or $251,500 per annum.

7. The Advisory Committee notes from paragraph 10 of the statement of the Secretary-General that there are no provisions under the programme budget for the biennium 2010-2011 that could be made available in relation to the activities requested under draft resolution A/65/L.36. Furthermore, it is not possible, at the current stage, to identify activities within section 27, Public information, of the programme budget for 2010-2011 that could be terminated, deferred, curtailed or modified to accommodate the additional requirements. The additional requirements would represent a charge against the contingency fund.

8. **Bearing in mind paragraphs 10 and 11 of the statement of the Secretary-General, the Advisory Committee recommends that the Fifth Committee inform**

the General Assembly that, should it adopt draft resolution A/65/L.36, additional resource requirements amounting to $251,500 would be required under section 27, Public information ($239,400), and section 36, Staff assessment ($12,100), to be offset by the same amount under income section 1, Income from staff assessment, of the programme budget for the biennium 2010-2011. Under the procedures established by the Assembly in its resolutions 41/213 and 42/211, those provisions would represent a charge against the contingency fund.

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Agenda items 129 and 66 (b)

Programme budget for the biennium 2010-2011

Elimination of racism, racial discrimination, xenophobia and related intolerance: comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action

Programme budget implications of draft resolution A/C.3/65/L.60, as revised

Report of the Advisory Committee on Administrative and Budgetary Questions

1. The Advisory Committee on Administrative and Budgetary Questions has considered the statement submitted by the Secretary-General (A/C.5/65/12) in accordance with rule 153 of the rules of procedure of the General Assembly on the programme budget implications of draft resolution A/C.3/65/L.60, as revised, on global efforts for the total elimination of racism, racial discrimination, xenophobia and related intolerance and the comprehensive implementation of and follow-up to the Durban Declaration and Programme of Action. From paragraphs 1 and 2 of the statement of the Secretary-General, the Committee notes that at the time of its adoption of the draft resolution, the Third Committee was not provided with the programme budget implications associated with the implementation of the terms of the draft resolution, as is required under rule 153 of the rules and procedures of the General Assembly.

2. The actions to be taken by the General Assembly under the terms of operative paragraphs 30, 31, 50, 51, 53, 57, 64, 71 and 73 of draft resolution A/C.3/65/L.60, as revised, are outlined in paragraph 4 of the statement of the Secretary-General. Details on the activities by which the proposals would be implemented and the related additional requirements by budget section are provided in paragraphs 6 to 16 of the statement. As indicated by the Secretary-General, additional resources would

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be required in response to operative paragraphs 50, 51, 53 and 57 of the draft resolution.

3. The Advisory Committee notes that the total additional requirements under the programme budget for the biennium 2010-2011 would amount to $322,500 under section 2, General Assembly and Economic and Social Council affairs and conference management ($181,700); section 23, Human rights ($32,600); section 27, Public information ($95,200); and section 28D, Office of Central Support Services ($13,000). The Secretary-General proposes to fully absorb the additional requirements under sections 23 and 28D, as well as $66,000 under section 2 and $4,500 under section 27. Accordingly, a total amount of $116,100 would be absorbed, leaving a total additional amount of $206,400, comprising $115,700 under section 2, General Assembly and Economic and Social Council affairs and conference management, and $90,700 under section 27, Public information. The Secretary-General proposes to charge the additional amount of $206,400 against the contingency fund for the biennium 2010-2011.

4. **The Advisory Committee recommends that the Fifth Committee inform the General Assembly that, should it adopt draft resolution A/C.3/65/L.60, as revised, a total additional amount of $206,400 would be required for the biennium 2010-2011, comprising $115,700 under section 2, General Assembly and Economic and Social Council affairs and conference management, and $90,700 under section 27, Public information. Under the procedures established by the Assembly in its resolutions 41/213 and 42/211, those provisions would represent a charge against the contingency fund.**

United Nations A/65/628

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Agenda item 129
Programme budget for the biennium 2010-2011

Revised estimates resulting from the entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance

Report of the Secretary-General

Summary

The present report details the budgetary requirements resulting from the entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance on 23 December 2010. By its resolution 61/177, the General Assembly adopted and opened the Convention for signature, ratification and accession. This report follows an earlier one on the revised estimates resulting from the resolutions and decisions adopted by the Human Rights Council at its first session and its first and second special sessions in 2006 (A/61/530) in which the Secretariat reported on the revised estimates following the adoption by the Council of resolution 1/1 on the Convention. In accordance with article 39 (1) therein, the Convention will enter into force on 23 December 2010, following the deposit of the twentieth instrument of ratification on that date. In paragraph 23.39 of the programme budget for the biennium 2010-2011 (A/64/6 (Sect. 23)), the Secretary-General informed the General Assembly that should the Convention enter into force during the biennium 2010-2011, the Committee on Enforced Disappearances would be established in accordance with article 26 of the Convention and that Member States would be informed of the budgetary implications in accordance with established procedures.

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The expenditure requirements arising as a result of the entry into force of the Convention are estimated at an amount of $868,400 (gross). It is proposed that the amount of $836,500 (net) and an amount of $31,900 required for staff assessment, to be offset by the same amount under income from staff assessment for the year 2011, be met under the provisions of the contingency fund for the biennium 2010-2011. Furthermore, it is estimated that should the additional requirements, as proposed, be approved for the biennium 2010-2011, the indicative additional requirements for the biennium 2012-2013, estimated at $7,537,900 (net) and an amount estimated at $387,700 under section 36, Staff assessment (to be offset by an equivalent amount under income section 1, Income from staff assessment), will be considered in the context of the proposed programme budget for the biennium 2012-2013.

I. Introduction

1. The present report is submitted to inform the General Assembly of the requirements resulting from the expected entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance. The report follows an earlier one on the revised estimates resulting from the resolutions and decisions adopted by the Human Rights Council in 2006 at its first session and its first and second special sessions (A/61/530), in which the Secretariat reported on the estimates following the adoption by the Council of resolution 1/1 on the Convention.

2. In paragraph 23.39 of the programme budget for the biennium 2010-2011 (A/64/6 (Sect. 23)), the Secretary-General informed the General Assembly that should the Convention enter into force during the biennium 2010-2011, the Committee on Enforced Disappearances would be established in accordance with article 26 of the Convention and that Member States would be informed of the budgetary implications in accordance with established procedures.

3. The International Convention for the Protection of All Persons from Enforced Disappearance was adopted by the General Assembly in its resolution 61/177 and opened for signature on 6 February 2007. On 23 November 2010, the twentieth instrument of accession was deposited with the Secretary-General.

4. In accordance with article 39 (1) of the Convention, it will enter into force one month after the twentieth instrument of ratification or accession has been deposited with the Secretary-General, which will be on 23 December 2010.

5. Paragraph 1, article 26, of the Convention states that a Committee on Enforced Disappearances shall be established to carry out the functions provided for in the Convention. The Committee shall consist of 10 experts, of high moral character and recognized competence in the field of human rights, to serve in their personal capacity and be independent and impartial. As stipulated in paragraph 2 of article 26, members of the Committee shall be elected by the States parties to the Convention.

6. Under the Convention, the Committee is mandated to consider: (a) reports from States parties on the measures taken to give effect to its obligations under the Convention (article 29); (b) requests for urgent action (article 30); (c) communications from or on behalf of individuals subject to the jurisdiction of a State party (optional, article 31); and (d) inter-State complaints (optional, article 32); and to undertake visits when it receives reliable information that a State party is seriously violating the provisions of the Convention (article 33).

7. As stipulated in paragraph 3 of article 26 of the Convention, the first meeting of States parties to elect the members of the Committee shall be held no later than six months after the date of entry into force of the Convention. It is therefore expected that the first meeting of States parties will take place during the first half of 2011.

8. Following the elections, it is foreseen that the first session of the Committee will be held during the second half of 2011. The second and third sessions of the Committee are expected to be held during 2012 and the fourth and the fifth sessions during 2013.

9. Paragraph 7 of article 26 of the Convention states that the Secretary-General shall provide the necessary means, staff and facilities for the effective performance of the functions of the Committee.

10. Experience in servicing the Working Group on Enforced or Involuntary Disappearances reveals that it processed 629 new cases of enforced disappearances relating to 28 States from November 2006 to November 2007, 1,203 new cases of enforced disappearances relating to 27 States from December 2007 to December 2008, and 456 new cases of enforced disappearances relating to 25 States from December 2008 to November 2009. In formulating the estimates for the Committee on Enforced Disappearances, it is expected that the procedures under articles 30 and 31 will engender a high workload approximately one year following the entry into force of the Convention.

11. In accordance with article 29 of the Convention, States parties are required to submit a report to the Committee within two years after the entry into force of the Convention. It is estimated that 20 reports will be submitted during the second year after the entry into force of the Convention.

12. Similarly, it is expected that in the course of the second year after the entry into force of the Convention, individual communications under article 31 and reliable information under article 33 of the Convention will begin to arrive, which may require action by the Committee during its third session.

13. It is likewise expected that the Committee may carry out a visit under article 33 of the Convention during the second half of 2012. In accordance with paragraph 4 of article 26 of the Convention, the term of five of the members elected at the first election shall expire at the end of two years; therefore, it is expected that another one-day meeting of the States parties would be required in 2013.

II. Provisions required under the programme budget for the biennium 2010-2011 and the proposed programme budget for the biennium 2012-2013

A. Section 2, General Assembly and Economic and Social Council affairs and conference management

14. It is envisaged that a meeting of the States parties to the Convention will be held in 2011 and 2013 for one day in each year. It is expected that the modalities of the meetings of the Committee on Enforced Disappearances during the bienniums 2010-2011 and 2012-2013 will be as follows: (a) it would hold its first session for one week in 2011 to discuss organizational matters and adopt its rules of procedure; (b) its second session, which would be held for one week in 2012, is likely to be dedicated mainly to procedural matters and to the adoption of its annual report to the General Assembly; (c) at its third session, expected to take place in the second half of 2012, the Committee might begin consideration of five reports and would thus require extended meeting time estimated at 10 working days; and (d) its fourth and fifth sessions would be held in 2013 for 10 working days each.

15. Interpretation for all of the meetings of the Committee and the meetings of the States parties referred to in paragraph 14 above would be provided in the six official

languages of the United Nations. All pre-, in- and post-session documentation will be translated and issued in the six official languages. In addition, summary records for the meetings of the Committee will be issued only in English and French. Table 1 summarizes the estimated conference-servicing workloads for documentation and meetings of the Committee on Enforced Disappearances and of the States parties to the Convention.

Table 1
Summary of the estimated conference-servicing workloads for documentation and meetings

Documentation and meetings servicing, to be processed in the six official languages[a]	*Meeting of States parties (Geneva, 1 day in 2011)*	*First session of the Committee (Geneva, 5 days in 2011)*	*Second session of the Committee (Geneva, 5 days in 2012)*	*Third session of the Committee (Geneva, 10 days in 2012)*	*Travel of interpreters (2012)*	*Fourth and fifth sessions of the Committee (Geneva, 10 days, each in 2013)*	*Travel costs for interpreters (2013)*	*Meeting of States parties (Geneva, 1 day in 2013)*
Pre-session documentation								
A C E F R S	100 pages	50 pages	60 pages	550 pages		550 pages (each)		
	3 documents	2 documents	4 documents	14 documents		14 documents (each)		
Meetings servicing								
Interpretation (A C E F R S)	1 day	5 days	5 days	10 days		10 days (each)		1 day
In-session documentation								
A C E F R S		20 pages		30 pages		30 pages (each)		
		1 document		16 documents		16 documents (each)		
Summary records requirements								
	A C E F R S	E F	E F	E F		E F (each)		A C E F R S
Post-session documentation								
A C E F R S	10 pages	40 pages	50 pages	400 pages		400 pages (each)		
	1 document	1 document	2 documents	13 documents		13 documents (each)		
Travel of interpreters					2 weeks		2 weeks	

[a] Summary records of the Committee will be processed in only English and French.

16. In accordance with article 33 of the Convention, it is also assumed that the Committee will plan visits to two States parties in 2012 and 2013. Each visit would be of at least of two weeks' duration and would be carried out by three Committee members, accompanied by four staff members and interpreters, similar to the experience of the visits carried out by other human rights-related committees.

17. In view of the level of the appropriation approved under the programme budget for the biennium 2010-2011 and the expectation that a total amount of $4,812,500 will be absorbed under section 2, General Assembly and Economic and Social Council affairs and conference management, for conference servicing carried out by the Division of Conference Management of the United Nations Office at Geneva, in the biennium 2010-2011 for activities mandated by the Human Rights Council and other human rights bodies (for details of requirements proposed for absorption see A/65/333/Add.1 and Add.1/Corr.1, annex II), the Secretariat has reviewed expenditures to date under Conference management, Geneva, and has not been able to determine further areas that could absorb the additional requirements arising from the activities of the new Committee and the States parties. It is therefore proposed that an additional amount of $529,400 for temporary assistance for meetings be provided under section 2, General Assembly and Economic and Social Council affairs and conference management, in 2011 to provide the required conference services to the States parties to the Convention and to the Committee during its organizational year.

18. With regard to the requirements for the biennium 2012-2013, given that the workload of the Committee will continue to increase through 2012 and with 2013 being its first year at full workload, additional resources would be required in order to meet the increased documentation and meeting requirements of the Committee. A mix of resources would be proposed in the context of the proposed programme budget for the biennium 2012-2013, which would provide the necessary flexibility in managing resources and maintaining in-house expertise. The indicative total requirements for the biennium 2012-2013 are estimated at full requirements of $5,592,100 and are expected to include a mix of resources consisting of posts, temporary assistance for meetings and contractual translation.

19. Modifications to the programme of work of section 2, General Assembly and Economic and Social Council affairs and conference management, as approved by the General Assembly for the biennium 2010-2011 are not required.

B. Section 23, Human rights

(a) Policymaking organs

Committee on Enforced Disappearances

20. As indicated in paragraph 5 above, paragraph 1 of article 26 of the Convention states that a Committee on Enforced Disappearances shall be established to carry out the functions provided for in the Convention. It is estimated that the establishment of the Committee on Enforced Disappearances will give rise to requirements for travel and daily subsistence allowance for its 10 members of $102,500 to attend the first session in the second half of 2011.

21. For the biennium 2012-2013, it is estimated that total provisions of $680,300 would be required for the Committee as follows: (a) travel and daily subsistence

allowance for attendance at four sessions of the Committee in Geneva ($507,500); (b) travel and daily subsistence allowance for members for field missions ($100,800); and (c) travel of staff of the Office of the United Nations High Commissioner for Human Rights (OHCHR) to accompany members of the Committee on field missions ($72,000).

(c) Programme of work

Subprogramme 2
Supporting human rights treaty bodies

22. The minimum secretariat support needed to provide substantive services to the Committee during a biennium would consist of one P-4, one P-3 and one General Service (Other level) posts. Additional staff will be required to provide substantive support to the Committee in view of the work related to activities of the urgent action procedure and individual communications procedures as detailed in subparagraph (c) below. Since the Committee is not expected to hold its first session until the second half of 2011, a phased approach is proposed for establishment of the posts required as follows:

(a) Effective 1 January 2011 — following the entry into force of the Convention:

(i) One Professional post at the P-4 level is proposed for the Secretary of the Committee and Secretary of the meeting of States parties. The functions of the post will consist of assisting the Committee and the meeting of States parties in all activities related to their functions, such as preparation of documentation (including draft rules of procedure and the annual report), servicing of meetings, preparing legal analyses and background papers related to the Committee's mandate, undertaking research and facilitating the adoption of measures to rationalize the functioning of the human rights treaty body system;

(ii) One General Service (Other level) post to provide secretarial assistance, the functions of which would be: to draft standard correspondence; to compile, format and distribute documents; to create and maintain the Committee's filing system and archives; to provide typing and general support services; to assist in making arrangements for meetings; and to make travel arrangements for the Committee members.

23. The estimated costs of the two posts in 2011 are $179,100. The full costs of these two posts in the biennium 2012-2013 are estimated at $599,300.

(b) Effective 1 January 2012 — one year following the entry into force of the Convention:

24. One Professional post at the P-3 level to assist the Committee with the examination of States reports presented under article 29 of the Convention. Based on experience with other treaty bodies, it is estimated that secretariat preparation for the examination of a State report will require an average of 18 working days per report. A total of 20 reports are due two years following the entry into force of the Convention. This requirement would be considered in the context of the proposed programme budget for the biennium 2012-2013.

(c) Effective 1 July 2012 — additional staff that might be required to provide substantive support to the Committee:

25. It is estimated that additional staff will be required to provide substantive support to the Committee in carrying out its activities relating to the urgent action procedure (art. 30); individual communications (art. 31) and inquiries (art. 33). With the exception of the urgent action procedure, it is expected that the aforementioned procedures would give rise to activities during the second half of 2012 since they require exhaustion of domestic remedies within the States parties (art. 31) or would take some time before they are submitted. In recent years, individual communications procedures have been established by the Convention on the Rights of Persons with Disabilities and the Optional Protocol to the International Covenant on Economic, Social and Cultural Rights without the required post resources to implement them. The entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance brings on a third communications procedure falling under the responsibility of OHCHR. Therefore, in order to provide the optimum support to the Committee, it is expected that additional resources will be required for this new procedure.

26. The additional secretariat support required to assist with the procedures, which are expected to begin about the second half of 2012, would be:

(a) One Professional post at the P-4 level. The functions of the post will include: assisting the Committee in liaising with petitioners and the States parties concerned; drafting decisions and views under the individual communications procedure; following up on the implementation of the Committee's views; preparing legal analyses and background documents in relation to the article 31 and article 33 procedures, preparing visits under article 33 and drafting the Committee's observations and recommendations following such visits;

(b) One General Service (Other level) post to provide secretarial assistance in relation to individual communications (art. 31) and inquiries (art. 33). The functions of the post will include: drafting standard correspondence; compiling, formatting and distributing documents; creating and maintaining the Committee's filing system and archives; and providing typing and general support services, all in relation to the procedures under article 31 and article 33 of the Convention, as well as assisting in making arrangements for travel of Committee members and staff on visits under article 33 of the Convention.

27. The requirements reflected above in paragraphs 24 to 26 will be dealt with in the context of the proposed programme budget for the biennium 2012-2013.

28. Accordingly the total estimated requirements for section 23, Human rights, as addressed in paragraphs 20 to 23 above for 2011 amount to $281,600 (see table 2). For the biennium 2012-2013, the total requirements are estimated at $1,730,100, including the delayed impact of the two posts (1 P-4 and 1 General Service (Other level)) proposed for establishment in 2011, which are estimated at $420,100.

Table 2
Section 23, Human rights: additional resources for 2011
(United States dollars)

(a) Policymaking organ	
Committee on Enforced Disappearances	
Travel of 10 members to Geneva for sessions	102 500
Subtotal (a)	**102 500**

(b) Programme of work	
Subprogramme 2, supporting human rights treaty bodies	
Additional staff required	
1 Human Rights Officer (P-4)	107 400
1 General Service (Other level)	71 700
Subtotal (b)	**179 100**
Total, section 23	**281 600**

29. Modifications to the approved programme budget for the biennium 2010-2011 (A/64/6 (Sect. 23)) would be required, as indicated below.

Paragraph 23.72

(a) Servicing of intergovernmental and expert bodies (regular budget):

After (xxiii), insert the following:

"(xxiv) Meeting of States parties to the International Convention for the Protection of All Persons from Enforced Disappearance:

a. Substantive servicing of meetings (1);

b. Parliamentary documentation: reports of the Secretary-General for consideration by States parties (3);

(xxv) Committee on Enforced Disappearances:

a. Substantive servicing of meetings (10);

b. Parliamentary documentation: reports of the Committee (3)"

C. Section 28E, Administration, Geneva

30. The estimates for section 28E, Administration, Geneva, are based on the workload projections for the year 2011 and the biennium 2012-2013, and were arrived at in consultation with the Division of Conference Management of the United Nations Office at Geneva and OHCHR. The additional requirements of $25,500 that are expected to arise in 2011 in relation to the establishment of the Committee on Enforced Disappearances under section 28E, Administration, Geneva, are as follows: (a) conference-servicing support estimated at $4,500; (b) common support costs associated with the establishment of two posts (1 P-4 and 1 GS (Other level)), notably: (i) non-recurrent costs (office furniture and equipment) estimated at $12,600; and (ii) recurrent costs (mail, supplies, telecommunications, utilities, office cleaning) estimated at $8,400.

31. For the biennium 2012-2013, the total requirements are estimated at $215,700 and would be considered in the context of the proposed programme budget for the biennium 2012-2013.

D. Section 36, Staff assessment

Income section 1, Income from staff assessment

32. The estimates for additional requirements of $31,900 expected to arise under section 36, Staff assessment, of the programme budget for the biennium 2010-2011, relate to one P-4 and one General Service (Other level) posts proposed for establishment as from 2011 for section 23, Human rights. This provision will be offset by a corresponding amount under income section 1, Income from staff assessment.

33. Requirements for the biennium 2012-2013 estimated at $387,700 (including the delayed impact of the two posts (1 P-4 and 1 General Service (Other level)) proposed for establishment in 2011) to be offset by a corresponding amount under income section 1, Income from staff assessment, will be addressed in the context of the proposed programme budget for the biennium 2012-2013.

III. Summary of overall estimated additional requirements

34. The additional requirements arising from the entry into force of the International Convention for the Protection of All Persons from Enforced Disappearance on 23 December 2010 are summarized in table 3. The requirements for 2011 are new and are not included in the programme budget for the biennium 2010-2011. Requirements for the biennium 2012-2013 will be dealt with in the context of the proposed programme budget for the biennium 2012-2013.

Table 3
Summary of overall resource requirements

	2011	*2012-2013*
Section	*Additional costs (United States dollars)*	*Total costs*
Section 2, General Assembly and Economic and Social Council affairs and conference management	529 400	5 592 100
Section 23, Human rights	281 600	1 730 100
Section 28E, Administration, Geneva	25 500	215 700
Section 36, Staff assessment	31 900	387 700
Income section 1, Income from staff assessment	(31 900)	(387 700)
Total	**836 500**	**7 537 900**

IV. Conclusions and action required of the General Assembly

35. **The implications of the expected entry into force of the International Convention on the Protection of All Persons from Enforced Disappearance on 23 December 2010 will give rise to total net additional requirements of $836,500 for the biennium 2010-2011 and an amount of $31,900 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.**

36. **The Secretary-General has sought to identify areas from which resources can be redeployed to meet the net additional requirements of $836,500 that would arise for 2011 from the expected entry into force of the Convention. While every effort has been made to accommodate these requirements from within the existing capacity under section 2, General Assembly and Economic and Social Council affairs and conference management ($529,400), section 23, Human rights ($281,600), section 28E, Administration, Geneva ($25,500), and an amount of $31,900 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment, it is not possible at this stage to identify further areas that could absorb the additional requirements.**

37. **It will be recalled that, under the procedures established by the General Assembly in its resolutions 41/213 and 42/211, a contingency fund is established for each biennium to accommodate additional expenditures derived from legislative mandates not provided for in the programme budget. Under this procedure, if additional expenditures were proposed that exceeded the resources available from the contingency fund, the activities concerned would be implemented only through the redeployment of resources from low-priority areas or the modification of existing activities. Otherwise, such additional activities would have to be deferred to a later biennium.**

38. **For the biennium 2012-2013, it is estimated that, should the additional requirements as proposed be approved for the biennium 2010-2011, additional provisions of $7,537,900, will be required under section 2 ($5,592,100), section 23 ($1,730,100) and section 28E ($215,700) and also $387,700 under section 36 (to be offset by an equivalent amount under income section 1). These requirements, which include the delayed impact of the two posts (1 P-4 and 1 General Service (Other level) proposed for establishment under section 23, Human rights, in 2011) would be considered in the context of the proposed programme budget for the biennium 2012-2013.**

39. **Accordingly, the General Assembly is requested to approve the proposals of the Secretary-General in an additional amount of $836,500 under sections 2, 23 and 28E and $31,900 under section 36 (to be offset by an equivalent amount under income section 1) as a charge against the contingency fund for the biennium 2010-2011. The requirements by section would be as follows:**

(a) **$529,400 under section 2, General Assembly and Economic and Social Council affairs and conference management;**

(b) **$281,600 under section 23, Human rights;**

(c) **$25,500 under section 28E, Administration, Geneva;**

(d) **$31,900 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, Income from staff assessment.**

40. **The General Assembly is also requested to approve the establishment of one P-4, and one General Service (Other level) posts under section 23, Human rights.**